



# City of Indianapolis Indianapolis Parking System Request for Qualifications

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## **3.3-4 EXECUTIVE SUMMARY**

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LANIER Parking Solutions is the leading choice of several cities throughout the Southeast and up the Eastern seaboard with regards to both on-street and off-street parking management services. LANIER has made a positive impression on numerous municipal operations to include Wilmington, NC; Wrightsville, NC; Carolina, Beach, NC; and Durham, NC in addition to our projects in Louisville, KY; Richmond, VA; and Myrtle Beach, SC. As a result of our presence in the region, LANIER is best prepared to lead the Indianapolis Parking System program to growth for years to come.

In selecting LANIER, the City of Indianapolis will receive the same level of commitment as our other clients have to ensure continuous improvement in the areas of customer service, revenue enhancement/control and technology. Unlike other large parking operators, LANIER's executive team remains involved throughout the project's lifecycle; from the implementation to the first day of operations and for years to come. The support given by our executive team makes certain our project manager stays on task while at the same time provides them the necessary encouragement of being able to make forward-thinking decisions to solve complex issues that occur within any parking operation.

The executive team led by M. Scott Diggs, Rick Graham and Carolyn Yancey is the driving force behind the success of the LANIER programs. Under their leadership, LANIER clients have benefited from significant increases in both our on-street and off-street parking program's net profit margins. Together, they have implemented innovative solutions while maintaining LANIER's focus on achieving client satisfaction. Our approach to managing effective municipal operations is to recruit and hire quality personnel who can deliver unparalleled customer service while maintaining a consistent operation. These guiding principals will be our roadmap to success for the City of Indianapolis.

### ***Transition***

Of the nearly 320 properties managed under the LANIER portfolio, many of these contracts were were in cities where LANIER had little to no presence. Because of LANIER's systematic and methodical approach to transitioning into new regions, LANIER is confident that we can provide the same seamless transition to the City of Indianapolis. Often a typical LANIER Transition involves several members of our corporate, operational and executive staff. Each member of the Transition Team has a defined role from the time the contract is signed, through the first week of operation and even for a period of time thereafter. *The combined efforts of our Transition Team have allowed LANIER to successfully takeover more than 100 new locations over the past years!*

### ***Recruiting***

The first step in implementing the LANIER Difference is to make certain we hire the best people in each applicable position to create the best possible LANIER team. LANIER prides itself on hiring for a position and not simply hiring a candidate because we have an opening.



LANIER is aware that a large number of employees have been with the program for a number of years. It will be LANIER's intent to hire all current eligible and qualified employees. LANIER will re-screen these employees for employment with LANIER. This will help ensure a smooth transition to LANIER; however, LANIER remains confident in our ability to recruit a new staff if required to do so as we have developed standard operating plans that encompass the current technologies being used by the City of Indianapolis.

The goal in hiring each employee is to match an applicant's understanding of the task at-hand with that of our program objectives. Our first objective is to deliver exceptional service to our clients and our customers. By taking a diligent approach to employment screening, we will be in a better position to enhance the opportunity for the City of Indianapolis to experience the "LANIER Difference" in on-street and off-street parking management.

### ***Unparallel Service***

The "LANIER Difference" simply put is ***"Exceptional People Providing Exceptional Service."*** As mentioned in our approach to recruiting personnel for our municipal clients, LANIER places a large emphasis on our Team to constantly deliver customer-focused service. Members of our senior manager and executive Team have proven over the years to be practicing examples of what it takes to deliver exceptional service to our customers. With these principals embedded in our Team Leaders, new management and front-line employees quickly become in-tune with our core values. LANIER's core values are:

Teamwork  
Integrity  
Innovation  
Professionalism  
Service Excellence

The City can be assured all employees will undergo a thorough training seminar which focuses on a variety of customer service techniques. These techniques are custom designed for the on-street parking industry and focus on "over-the-phone" and "in-person" customer interaction. The typical training seminar includes a classroom setting with handouts and slide show presentations. To end the seminar, the Director of Organizational Development prepares a series of role-playing exercises that encompasses classroom teachings and what an employee is likely to encounter in their daily activity. LANIER has developed and hosted training seminars for the following on-street programs: Louisville, KY (2); Richmond, VA; Wrightsville Beach, NC; and Myrtle Beach, SC.

LANIER recognizes and appreciates the City of Indianapolis' desire to maintain a standard of service in the event a new operator is chosen. In selecting LANIER, the City will experience a refreshing approach to customer service not seen within the program in several years. Just as eager as we are to earn your business, LANIER is eager to instill our proven style of customer-centered interaction for the program employees. The emphasis on the quality of service provided by our talented employees will allow our management team to lead a consistent operation from the first day we take over the program and throughout our contract with the City!



## ***Consistent Operations***

Far too often in our industry parking companies get out of the gate in stride in an attempt to impress a new client. *Few, with the exception of LANIER, have been able to consistently deliver results year after year in more than one City at a time!* The parking industry (clients and other operators) has become acutely aware of LANIER's ability to transfer our "Best Practices" to and from one city to the next.

We believe the foundation of a consistent operation begins with its people and how we interact with others; clients and customers alike. These footings enable our senior management and executive Team to custom design the framework of how we, along with the City's input, feel the program should function. Since we have established programs in several other cities larger and smaller, LANIER is able to replicate the most applicable approach to solving operational issues. This level of experience will be necessary when transitioning from your current operator.

One of the most important attributes to must consider when selecting a new firm is the firm's familiarity with the current technologies. Fortunately, LANIER is perhaps the most qualified firm to take over this operation. With our experience in managing nearly every type of on-street and off-street parking management system, LANIER is more than prepared to handle current inventory levels along with the providing the installation and service to future phases.

Additionally, since the fourth quarter of 2007, LANIER has been making a conscious effort to introduce T2 Systems in our larger operations. In using T2, we have encountered several advantages of the system's flexibility that enables us to reduce costs and or demands on the office support staff. These efficiencies are reflected in our cost proposal (offer to upgrade two software modules and reduce office staff levels from four to three).

LANIER's ability to utilize elements of our success from each of our other clients will prove to be extremely useful if given the opportunity to lead the Park It! program. Our proven experience in delivering consistent operations by hiring quality people who share our focus on service has made it possible for our Client's to receive increased revenues during our tenure.

***As a result of our experience and results, we believe LANIER Parking Solutions offers the City of Indianapolis and its citizens the very best option in leading the parking program to a level of service and performance not realized in previous years.***



### **3.3-5 BIDDING ASSETS**

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Pursuant to the requirements of the RFQ, LANIER Parking Solutions is seeking qualification for the City of Indianapolis' potential long-term concession arrangement for the City's Metered Parking System as well as the Management Agreements for the garages and surface lots currently owned and/or operated by the Project Partners.

## 3.3-6 BIDDER INFORMATION

### A. DESCRIPTION OF BIDDER

LANIER Parking Solutions is a wholly owned subsidiary of LANIER Parking Holdings, LLC. LANIER Parking Holdings was incorporated in the state of Georgia in 1989 and has since successfully expanded its geographical footprint over the past decade to include the Southeastern United States, Atlantic Seaboard and strategic points throughout the Midwest. Our focus is to develop our organization into the premier parking and transportation provider on a national basis.

In just 20 years, LANIER has grown from a start-up small business to one of the Southeastern United States' largest parking providers, servicing more than 150,000 customers per day. In addition to our standard parking operations in 46 cities, LANIER is also the parking provider of choice for some of the nation's largest special events including the Olympic Games, Super Bowls and PGA Tournaments.

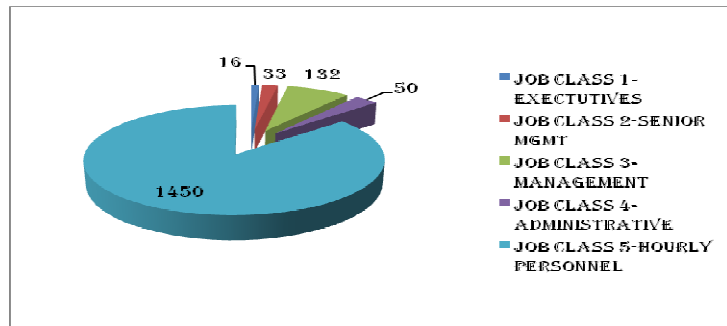
LANIER's business was founded on providing the world's greatest customer service. We do not just talk about it. We deliver results. We do not provide parking attendants, we provide parking Ambassadors. We do not simply reward our Ambassadors for showing up to work; we reward them for making a difference.

LANIER Parking Solutions currently manages 324 locations (148,835 spaces) in 46 cities in the Southeastern United States, Atlantic Seaboard and strategic points throughout the Midwest. The map below illustrates the regions in which LANIER currently operates.





Currently, LANIER Parking Solutions employs 1,681 parking professionals throughout the United States. Of the total employee base, 181 are categorized as executive & management, 50 as administrative personnel and the remainder as hourly employees (ambassadors, maintenance & event staff).



For the purpose of this RFQ, LANIER Parking Solutions expects to bid on the services for the City of Indianapolis as the sole operator. LANIER Parking currently has a working relationship with Tim Haahs & Associates, a full service architectural and engineering firm specializing in the planning and design of parking structures. LANIER Parking does plan to utilize the services of Tim Haahs & Associates for all matters related to the construction and aging of the current garage inventories.

In addition, LANIER Parking will seek funding for the concession of the City's Metered Parking System through a joint venture partnership facilitated by Cantor Fitzgerald out of New York. A description of the Cantor Fitzgerald is included in section 3.3-8 under Financial Capabilities.

LANIER Parking Solutions is a privately owned company with the majority of the companies interest owned by J. Michael Robison, Chairman and CEO, and Timothy J. Walsh, President.

#### **Corporate Office:**

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Office: (404) 881-6076  
Fax: (404) 881-6077  
Website: [www.lanierparking.com](http://www.lanierparking.com)

#### **B. ROLES OF BIDDER MEMBERS & KEY PERSONNEL**

For the past 20 years, LANIER has been committed to building a lasting organization whose every action exceeds our customers', employees', and shareholders' highest expectations. LANIER Parking Solutions fully understands that the goal is to provide a quality environment and unprecedented services for our client, their customers and their staff.

Key executives at LANIER Parking Solutions are involved in the management of each and every parking facility within each operating market. From the Chief Executive Officer, President & Chief Financial Officer to all other key members of the LANIER Senior Management team, all are ready and available to assist in each and every parking operation.



As a privately owned and operated parking and transportation management firm, LANIER Parking Solutions feels with its strong corporate support and unprecedented management team, we are highly qualified to perform the parking and transportation management services for the City of Indianapolis. The following are the Executive Team and key individuals who will be responsible for the overall and day-to-day oversight of the City's parking operations.

**Michael Robison, Chairman/CEO**



As with all major corporations, the operating philosophy and corporate culture starts at the top and LANIER'S founding Chairman / CEO, Michael Robison, has set a clear vision of what LANIER Parking is about. In 1989 LANIER opened its first surface lot with the same commitment to quality operations, integrity, support of on-site personnel and maximum financial returns to property owners and managers. This philosophy has fueled the growth that has made LANIER Parking Solutions the fastest growing parking management company in the industry. Mr. Robison is a graduate of Georgia Institute of Technology.

**Tim Walsh, President**



"Leadership is the key to a quality parking operation...our team is focused on providing you with the best operation possible", states Walsh. Tim has over 20 years of experience in the area of parking management and has managed a wide variety of class "A", medical, mixed use and high profile projects. BellSouth Metro Plan, Underground Atlanta, Kennestone Hospital, Cobb Hospital, Atlantic Station, the 2002 Winter Olympic Games, and the 2004 PGA Championship are just a few of the projects where Tim's expertise has been instrumental.

**Rick Graham, Chief Operating Officer**



Mr. Graham has served as LANIER's Chief Operating Officer since December 2005. He joined LANIER in 1999 as the Atlanta General Manager and then as the Vice President of Operations. Prior to joining the LANIER Team, Mr. Graham was the Park Operations Manager for Six Flags over Georgia, where he led a team of over 800 hosts and hostesses. Since joining LANIER, Mr. Graham has been responsible for managing LANIER's continued exponential growth while maintaining the high quality operations and the first class service standards that result in the "LANIER Difference".

**Joe Wenderoth, Executive VP, Chief Marketing Officer**



Mr. Wenderoth joined LANIER Parking Solutions as Executive Vice President in August 2000. Mr. Wenderoth's responsibilities include market expansion both locally and nationally as well as overseeing all marketing and business development efforts for the company. Mr. Wenderoth has been in the parking industry since 1979 working in major markets such as Seattle, Los Angeles, New Orleans, Chicago and Atlanta. Over the past 25 years Mr. Wenderoth has been involved in such projects as Century City, Los Angeles, CA, 2002 Winter Olympics, Salt Lake City, Colony Square, Turner Field, CNN Center, Marriott Marquis Hotel, Hyatt Regency Atlanta, Lakewood Amphitheater, BellSouth Metro Plan, Atlanta, Georgia. Most recently, Mr. Wenderoth led the team that secured the Atlantic Station



Development. This exciting new project encompasses 138 acres with 13,000,000 square feet of commercial, retail, entertainment and residential development that includes a parking structure totaling 6500 spaces, valet parking operations and on-street meter enforcement.

Mr. Wenderoth is an active member of the International Parking Institute, National Parking Association, BOMA, Urban Land Institute, and Atlanta Chamber of Commerce and has served as President of the Parking Association of Georgia.

**David Klarman, Chief Financial Officer**



Mr. Klarman joined LANIER Parking Solutions in July 2003. Mr. Klarman's background is multi-faceted. For seven years he was the CFO for a large public relations firm with offices worldwide. Prior to that David spent fifteen years in the real estate industry based out of Los Angeles, CA. During that time David served as CFO for an international commercial real estate holding company that constructed and managed industrial office parks as well as commercial office buildings in California, New York City and Washington D.C. As a member of the corporate support team, David focuses on both ensuring the accuracy and timeliness in the day-to-day financial operations, while monitoring and mapping out the company's global financial objectives.

Mr. Klarman began his career in public accounting where he became a Certified Public Accountant. He holds both a B.S. Degree in Accounting from State University of New York at Binghamton, and an M.S. Degree in Taxation from Golden Gate University in Los Angeles, CA.

**M. Scott Diggs, President of the Carolinas, Kentucky & Florida**



Mr. Diggs is one of the founders of LANIER Parking Solutions of the Carolinas & Virginia. Mr. Diggs has over sixteen years experience in parking management. Mr. Diggs is an East Carolina University graduate with a BSBA degree in Finance and Concentration in Computer Science. Mr. Diggs has the experience and knowledge to service any parking related need.

Mr. Diggs has successfully introduced and established LANIER Parking Solutions of the Carolinas and Virginia into nineteen cities in a period of just fourteen years. Mr. Diggs has developed, consulted, and implemented parking solutions for nationwide real estate organizations such as Trammell Crow, the Harbor Group, and for major parking operations such as the City of Roanoke, the City of Richmond, VA, the City of Durham, NC, the City of Wilmington, NC, the James Center in Richmond, VA, the Dominion Tower in Norfolk, VA, the BB&T Tower in Jacksonville, FL, and the Verizon Wireless Amphitheatre in Charlotte, NC.

**Glenn Kurtz – Executive VP of Alternative Transportation – LEED Green Associate**



Mr. Kurtz is responsible for developing and marketing new services for LANIER that integrate parking and Transportation Demand Management (TDM). He is building a new long-term business model for LANIER based on providing overall transportation services that go Beyond Parking™. This includes the Atlanta Streetcar and Zipcar (formerly Flexcar). Kurtz came to LANIER from the Perimeter Transportation Coalition (PTC), where he served as the Transportation Management Association's (TMA) first Executive Director.



During his three years as Executive Director of the PTC, Kurtz developed relationships with more than 100 companies and properties and managed transportation programs that included discount transit sales, parking management strategies, shuttles, carpooling and van pooling, and pedestrian amenities. Prior to his pioneering work with the PTC, Kurtz was Senior Planner for the Atlanta Regional Commission's Commute Connections program, where he marketed transportation demand management and parking management to public and private sector employers throughout the Atlanta Region.

**Kathryn Dunn, Vice President Human Resources & Administration**



Ms. Dunn joined LANIER Parking Solutions in November 2002. Her department oversees the recruiting, hiring, training, benefits, payroll, employee relations, and workers' compensation functions for LANIER Parking Solutions. She and her staff work closely with all LANIER Managers to hire, train, and manage qualified staff that can uphold the high standards of customer service that we expect from all LANIER employees.

Ms. Dunn has twenty years' experience in the Human Resources field, including thirteen years in the HR department at Six Flags over Georgia. As HR Director for Six Flags, Kathryn was responsible for recruiting, hiring, and training over 4,000 "Hosts and Hostesses" per year. This experience in high-volume, customer-service oriented hiring and training make her an integral part of LANIER's support staff. Ms. Dunn holds a Bachelor of Arts degree in English from Davidson College in Davidson, NC.

**Mark Morris, Director of Organizational Development**



Mr. Morris joined LANIER in January of 2004. In his role as Director of Organizational Development, Mr. Morris is responsible for developing and implementing a wide range of corporate-level initiatives designed to enhance the performance, development, and effectiveness of the human resources of LANIER. Those initiatives include Leadership Development programs, LANIER University, work unit redesign, process improvement, and change management programs.

Before joining LANIER, Mr. Morris spent 18 years in the healthcare field where he held positions in operations management and sales. During his time in healthcare, Mr. Morris was with WebMD as the Clinical Operations Manager for a 75-technician cardiac call center and a 25-person customer service call center. While at WebMD, Mr. Morris developed the Policies and Procedures manual and New Technician Training program. Additionally, Mr. Morris was responsible for the creation and implementation of the Quality Improvement program, which reduced customer complaints. Mr. Morris also served as the Project Manager of an enterprise database and software upgrade. Mr. Morris holds a Bachelor's of Science degree in Organizational Psychology from Kennesaw State University in Kennesaw, GA.

**Marc Jastremski, Director of Loss Prevention**



Mr. Jastremski, Director of Loss Prevention, joined LANIER Parking Solutions in August 2006. His department focuses on implementing policies and practices to proactively control the risk of loss within the organization, and is responsible for the internal controls within our organization. The Loss Prevention team completes audits to ensure that all operations are adhering to established policy and procedures, develops and implements best practices for asset protection, and provides insurance expertise to the company. His goal from day one has been to provide a proactive loss prevention program which protects all assets of both LANIER and its clients, thereby allowing all involved to realize the maximized profit capabilities.

Mr. Jastremski has over thirteen years of direct Loss Prevention experience, most recently with Shoe Carnival, a publicly held company, where he was responsible for the entire Loss Prevention operations in the southern United States. The experience he brings and his ability to work hand in hand with all facets of our operations, including our customers, makes him an integral part of the LANIER team.

**Carolyn Yancey – Regional Vice President, Northeast Region**



Carolyn joined the LANIER team in July 2005. Although new to the parking business, Carolyn brought with her over 20 years' experience in the healthcare industry, having worked as a Client Development Manager and Vice President of Operations. In that capacity, she led the implementation of services to hospitals throughout the eastern US, and gained experience in marketing and operations. Upon joining LANIER, Carolyn learned the parking business from the ground up, working first as the Bookkeeper for the James Center Parking Garage in Richmond, VA. She rapidly rose through the ranks, working in each functional area of parking operations, and was eventually promoted to General Manager of Virginia. In that role, Carolyn assumed operational oversight for all of LANIER's projects in Virginia and was instrumental in the acquisition and start-up of several new locations throughout the region. In January 2010 Carolyn was promoted to Regional Vice President, adding the state of Kentucky to her operational oversight.

As an instrumental part of LANIER's northeast operations, Carolyn prides herself on recruiting exceptional people and developing exceptional teams that support LANIER's corporate culture of "Exceptional People providing Exceptional Service".

**C. OPERATOR**

LANIER Parking Solutions will act as the sole operator of the Parking System under the proposed Concession and/or Management Agreements. LANIER is confident, given the amount of experience and knowledge of the overall parking and transportation system, that we can offer the City of Indianapolis a level of quality and service unmatched by our competition.



#### **D. CONTACT PERSON**

M. Scott Diggs  
President of the Carolinas, Kentucky, Virginia & Florida  
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Fax: (910) 509-0467

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#### **E. CONTROLLING INTEREST**

**LANIER Parking Solutions:** J. Michael Robison, Chairman & CEO  
Timothy J. Walsh, President

#### **F. EXPECTED ADVISORS**

**Legal:** Law Offices of Alexander S. Fuqua  
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## **G. COMPARABLE PROJECTS**

### ***Municipal Contracts***

Since 2004, LANIER has experienced exceptional growth and success in the municipal on-street market. Our Team of parking professionals has enabled LANIER Parking Solutions, to rapidly become a leader in providing a vast array of parking management solutions for cities across the country. Whether a municipality is a small beach town or a booming metropolis, LANIER has designed a program that achieves each of their goals. LANIER has the ability to implement advanced technology in a practical fashion to increase both customer service and revenue for our clients.

LANIER has one of the largest on-street parking portfolios in the industry. Below is an overview of some of LANIER Parking's municipal operations:

**Louisville, KY** – LANIER was chosen by the Parking Authority of River City (PARC) to implement the City's first privatized on-street parking operation. For years, the City was collecting on average \$77,000.00 per month in violation revenue. Within months, LANIER was able to implement several "best practices" that led to an increase in citation revenue of nearly 130% or \$173,150 per month!

The Louisville Parking Program is a comprehensive turn-key operation where LANIER provides on-street ambassador enforcement for 5000 on-street spaces, fulfills the parking ticket life-cycle and counts and deposits all parking meter funds. The total program revenue exceeded \$4.2 million in revenue in 2008; total on-street revenue has increased 70% since we were in 2004.

In 2007, LANIER helped the City develop and manage the program's first amnesty program for all flagrant violators. During the 45-day program, LANIER collected over \$450,000 in parking fines; approximately \$100,000 came on the last day of operation!

In 2008, LANIER was awarded the City of Louisville's off-street parking operation and continues to operate the City's garages and surface lot to date. In 2010, LANIER's on-street contract expired and the project was put out to bid. During the bid process, LANIER lost to a competitor due to price.

**Richmond, VA** - This on-street parking program was awarded to LANIER on June 26<sup>th</sup>, 2004. The initial contract allowed LANIER to manage the issuance of all non-moving violations in both residential and commercial areas throughout the City. The contract also required LANIER to replace the existing meters with an updated POM model mechanism, provide a full-service maintenance program (to include the installation and posts and single-space meters previously done by the City of Richmond's Public Works Department), and provide the collection and deposit of all parking meters.

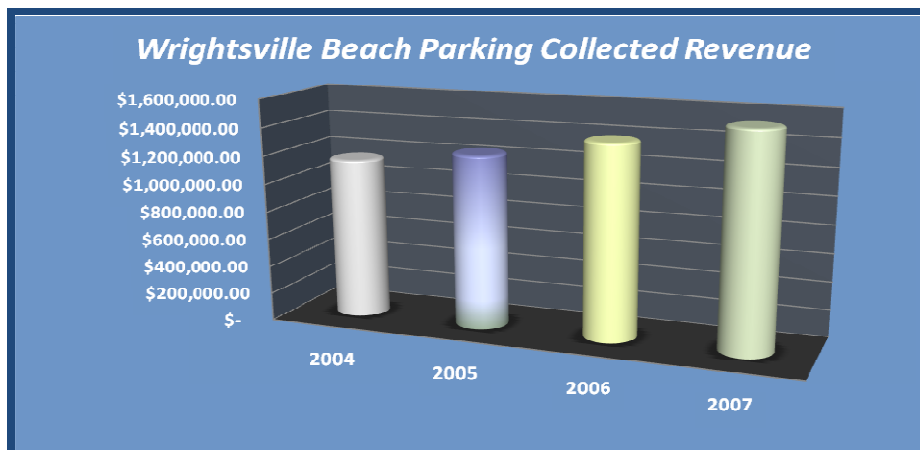
LANIER issued approximately 100,000 violations throughout the City of Richmond in 2009. Our span of control covers the central business district and several small and largely populated residential neighborhoods. The program consists of 5000 timed-free parking zones and an additional 1200 paid on-street spaces. Total program revenue exceeded \$3.7 million in 2008 and will likely increase to \$3.9 million in 2009. LANIER's commitment to the City of Richmond



and its community goals and objectives has enabled our Team to be successful for the past four years.

**Wrightsville Beach, NC** - LANIER Parking Solutions was awarded the on-street parking contract from the Town of Wrightsville Beach on January 1, 2004. LANIER manages every facet of this turn-key operation for the Town of Wrightsville Beach. The 1450 space municipal parking operation consists of administering an extensive Residential Parking Permit Program, providing parking enforcement for non-moving violations within paid parking zones, maintaining and purchasing new parking meters and pay-stations, collecting payments for parking violations, providing a controlled method of collection for both parking meters and pay-stations, and above all, consistently providing a high level of customer service.

The parking season operates from March 1<sup>st</sup> – October 31<sup>st</sup> each year. In 2007, LANIER collected \$1.56 million in parking revenues, the highest amount collected since paid parking began in Wrightsville Beach. LANIER has consistently collected higher levels of revenue each year, while keeping expenses under budget. The chart below illustrates the continued growth in revenue, now providing 19% to the Town's general fund.



LANIER's constant focus has been to provide exceptional customer service, hiring quality personnel and providing extensive training to maintaining proper controls. This has enabled our success of creating a higher quality parking management program for the past five consecutive years.

**Myrtle Beach, SC** - LANIER began managing the City's first on-street parking operation in March 2004. LANIER installed 1300 meter spaces and 9 total paystations, for a total of 1550 paid parking spaces. This seasonal operation operates from March 15<sup>th</sup>- September 15<sup>th</sup> while accommodating 13 million visitors each year to the area.

Through LANIER's leadership, the program has expanded to 14 pay-stations (375 parking stalls) and 1513 parking metered spaces for a total of 1888 paid parking spaces. LANIER is responsible for maintaining all parking equipment, to provide adequate enforcement for parking violators, solid revenue controls approved by the City's auditor, and to deliver exceptional



customer service. Also in 2007, LANIER designed and implemented a new booting program for the City.

The City of Myrtle Beach has recently awarded LANIER, with a unanimous vote, to extend the partnership for 5 more years with two 1 year extensions.

**Wilmington, NC** - LANIER was successfully awarded the parking management contract for the City of Wilmington on February 7<sup>th</sup>, 2008. LANIER provides comprehensive parking management solutions for all City owned facilities and surface lots as well as their on-street parking. The on-street program is turn-key; including enforcement, collections, maintenance, and citation processing.

LANIER's performance in the first year exceeded even our own expectations as we increased revenue over the previous operator on an annualized basis by almost \$200,000. What makes this even more impressive is that regional parking programs experienced a decrease in revenue by over 5% as a result of the economy.

Below is a link to an article written in the Wilmington Star News on April 23<sup>rd</sup>, 2008 in reference to the recent transition from the previous operator to LANIER Parking Solutions.

[http://www.starnewsonline.com/article/20080422/ARTICLE/804220354/1004&title=Parking\\_tick\\_ets\\_in\\_Wilmington\\_increase\\_33\\_percent\\_under\\_new\\_company](http://www.starnewsonline.com/article/20080422/ARTICLE/804220354/1004&title=Parking_tick_ets_in_Wilmington_increase_33_percent_under_new_company)

**Durham, NC** – LANIER was awarded the City of Durham contract in July of 2008. The contract includes three parking facilities, several surface lots and over 2300 on-street time-zone enforced parking spaces.

During our brief tenure, LANIER has been able to present a comprehensive marketing plan that is designed to increase revenue in the downtown facilities and propose equipment upgrades for their revenue and access control equipment. With respect to on-street, LANIER is working with the City to evaluate the use of mobile license plate recognition equipment and the possibility of implementing a paid on-street parking program.

**Carolina Beach, NC** – LANIER was awarded this contract in December 2008. In short order we have made our presence known. In January, we established the program's first year-round office which includes a dedicated year-round manager. In February, LANIER presented to the City Manager and Chief of Police several equipment and technological upgrades that are proven to increase revenues for the parking program. LANIER has also instituted several operational enhancements that will improve customer service and our Client's bottom line.

**Wilton Manors, FL** – LANIER Parking was named the parking operator for the City of Wilton Manor's on-street and enforcement program in late 2009. As the operator, LANIER will be responsible for starting up the on-street parking and enforcement division for the City. LANIER will begin operations on April 1, 2010.

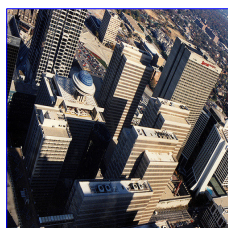
The above referenced locations have all been designed to provide an appropriate amount of corporate and executive support in mind. This support structure provides our project manager a level of assistance not experienced in other parking operators.



### ***Class "A" & Mixed Use Contracts***

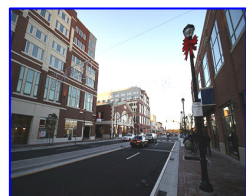
LANIER Parking Solutions takes great pride in our contract awards and experience. We feel confident that our experience with recent projects will help improve the overall operation of the Project Partners garage and surface lot parking operations.

<u>Facility</u>	<u>Start Date</u>	<u>Capacity</u>	<u>Previous Operator</u>
<b>Peachtree Center</b>	<b>April 1, 2004</b>	<b>4,850 spaces</b>	<b>Central Parking</b>



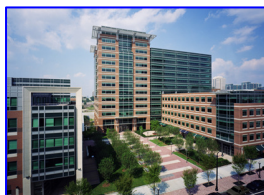
Peachtree Center is located in the heart of downtown Atlanta and services both commercial and retail tenants and visitors. The 4,850 parking spaces are contained within 8 separate parking structures that range from small high profile reserved decks to a new 2,400 space monthly / visitor deck that services not only Peachtree Center, but surrounding buildings as well. This very challenging operation requires unparalleled customer service while maximizing the net revenue return to the owners. Since LANIER commenced operations in April 2004 all aspects of the properties have seen marked improvements.

<u>Facility</u>	<u>Start Date</u>	<u>Capacity</u>	<u>Previous Operator</u>
<b>Atlantic Station</b>	<b>April 1, 2004</b>	<b>6,500 space</b>	<b>N/A</b>



Atlantic Station is one of the newest mixed use developments in the Southeast. Built on what was once Atlantic Steel, this development will total 12 million square feet of entertainment, retail, commercial and residential facilities. When the development is completely built out the total parking capacity will be in excess of 15,000 parking spaces. LANIER Parking has been involved in this development from the beginning, working on demand management studies, economic forecasting, traffic and transportation analyses, DOT tracking and monitoring and the development and implementation of alternative transportation initiatives, including its own Transportation Management Association.

<u>Facility</u>	<u>Start Date</u>	<u>Capacity</u>	<u>Previous Operator</u>
<b>Centergy</b>	<b>March 1, 2003</b>	<b>1,500 spaces</b>	<b>N/A</b>



Centergy is a development in the heart of Midtown Atlanta. Located within the expanded Georgia Tech campus, Centergy is the home of Yamacraw as well as various retail outlets and a 250-room hotel. This property has become the primary parking facility for Georgia Tech football games. LANIER Parking provided all the functional design analysis and is the current operator. As the parking and transportation provider for Georgia Tech football, LANIER was able to market and secure parking in the Centergy parking garage resulting in increased net operating income for the owners.



<b><u>Facility</u></b>	<b><u>Start Date</u></b>	<b><u>Capacity</u></b>	<b><u>Previous Operator</u></b>
<b>One Capital City Plaza</b>	<b>May 1, 2001</b>	<b>1,132 spaces</b>	<b>Standard Parking</b>



LANIER Parking Solutions took over operation of the One Capital City Plaza parking facility in May of 2001. In the first 30 days of operation, all aspects of the operation showed major improvements. LANIER was faced with the challenge of replacing all of the previous employees except for the Maintenance staff. All negative trends have been reversed with revenue collections increasing, aged balances cleared and tenant satisfaction at an all time high.

<b><u>Facility</u></b>	<b><u>Start Date</u></b>	<b><u>Capacity</u></b>	<b><u>Previous Operator</u></b>
<b>AT&amp;T Metro Plan</b>	<b>January 1, 2002</b>	<b>13,650 spaces</b>	<b>Standard Parking</b>



"The New AT&T" project represents three (3) campuses and four (4) satellite locations, fourteen (14) parking facilities and over 13,650 parking spaces. During the review and award process every national and local parking concern was interviewed and evaluated. At the conclusion, LANIER Parking Solutions was selected to work with BellSouth and Carter to develop and implement a complete parking and transportation program for the project.

In addition to the facilities listed above, other contract awards include, but are not limited to:

<b><u>Project</u></b>	<b><u>City/State</u></b>	<b><u>Type and Capacity</u></b>
1180 Peachtree Street	Atlanta, Georgia	Class "A" office/1,128 spaces
Campanile Building	Atlanta, Georgia	Class "A" Office/985 spaces
Centennial Tower	Atlanta, Georgia	Class "A" Office/575 spaces
730 Peachtree Street	Atlanta, Georgia	Class "A" Office/300 spaces
20 The Peachtree	Atlanta, Georgia	Class "A" Office/706 spaces
Monarch Centre	Atlanta, Georgia	Class "A" office/2,737 spaces
Hurt Plaza	Atlanta, Georgia	Class "A" Office/750 spaces
Atlanta Xchange	Atlanta, Georgia	Stand Alone Garage/1,100 spaces
Underground Atlanta	Atlanta, Georgia	Entertainment/1,550 spaces
Tower Place 100	Atlanta, Georgia	Mixed-use/1,994 spaces
World of Coca-Cola	Atlanta, Georgia	Entertainment/500 spaces
Georgia Aquarium	Atlanta, Georgia	Entertainment/1,800 spaces
Atlanta Botanical Garden	Atlanta, Georgia	Entertainment/800 spaces
Woodruff Arts Center	Atlanta, Georgia	Entertainment/450 spaces
Las Olas City Centre	Ft. Lauderdale, FL	Class "A" Office/1,100 spaces
Wachovia Financial Center	Miami, Florida	Class "A" Office/1,100 spaces
500 East Main	Norfolk, Virginia	Class "A" Office/407 spaces
Dominion Tower	Norfolk, Virginia	Class "A" Office/1,224 spaces
555 East Main	Norfolk, Virginia	Class "A" Office/382 spaces
James Center	Richmond, Virginia	Class "A" office/2,000 spaces
Walker at Main Garage	Houston, Texas	Stand Alone/1,000 spaces
Verizon Amphitheatre	Alpharetta, Georgia	Entertainment/ 3,500 spaces
Georgia Tech Football	Atlanta, Georgia	Entertainment/ 7,000 spaces



All of these properties have seen improvements in their overall operational and financial performance, which has allowed LANIER to retain 100% of these properties since the takeovers occurred.

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## **3.3-7 TECHNICAL CAPABILITY**

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### **A. OPERATIONS & MAINTENANCE EXPERTISE**

#### **Operations**

LANIER Parking is one of the largest providers of parking and related transportation services in the Southeastern United States. With over 320 locations in over 40 cities throughout the country, LANIER's operational experience encompasses a diverse contract base including municipalities, hospitals, class "A" office building, mixed-use facilities, sports and entertainment venues, surface lots and special event opportunities. At LANIER, we pride ourselves on being more than just a parking company. We're about accelerating ideas. From convenient ways for customers to pay for parking and get where they're going, to coming up with progressive solutions to traffic congestion and air quality issues, LANIER Parking has the personnel in place to handle any situation.

Under the LANIER Holdings umbrella, our clients have access to many different resources within the organization. In an effort to offer specialized services to our clients, LANIER has created the following divisions:

- LANIER Parking – Healthcare Parking Solutions
- LANIER Parking – Alternative Transportations Solutions
- LANIER Parking – Meter Services
- LANIER Parking – Consulting Services
- LANIER Parking – Design, Build, Finance
- LANIER Valet Solutions

With over 150 years of combined parking management experience throughout LANIER's executive and senior management levels, the City of Indianapolis can be assured that any and all operational matters, regardless of the type of operation, will be handled with the highest level of service and professionalism.

Over the past 20 years, LANIER has spent numerous hours and resources in developing and implementing a standardized operating platform for all personnel to follow. These guidelines provide our management staff and hourly personnel with the necessary information and training required to perform their duties. While not all operations are the same, LANIER understands that revenue control, auditing and reporting are the components of an operation that remain consistent from one project to the next.

Since the advent of LANIER Parking Meter Solutions, we have been on the forefront of recognizing and implementing advances in technology that improve our client's bottom line. LANIER's municipal Team leaders attend local, regional and national parking conferences to make certain we stay in-the-know regarding the latest in technology. We view this involvement as a critical component of our client responsibilities.

Our client's have benefited tremendously as a result of our efforts to put in place the most applicable technology solutions for their environment and customers. These technological



upgrades have not only improved client bottom lines, but have also enhanced the customer's experience. Locations managed by LANIER Parking Solutions where we have made significant enhancements in technology are:

- **Richmond, VA** – 1,200 metered and 5,000 non-metered spaces. Annual revenue is approximately \$3.7 million.
  - **Booting:** In coordination with the City of Richmond, LANIER implemented the Paylock booting platform. Paylock is the industry's only self-release boot. We also installed the Paylock BootFinder system that recognizes scofflaw's through the use of license plate recognition hardware and software. The installation of Paylock has proven to be one of our most successful programs yet. *Since January 2006, the Richmond Team has booted over 8,000 scofflaw vehicles accounting for nearly \$2.0 million in citation revenue.*
  - **Pay-by-Cell:** After installing over 800 upgraded single space meters in 2005, LANIER worked with Park-by-Phone to implement the area's first cellular phone payment option for parking.
  - **Paystations:** LANIER installed a single paystation on an 80-space surface lot previously managed by single space meters. This installation of a Digital Payment Technologies multi-space meter increased revenues by 50%. The on-going operation of the paystation includes Digital's PCI certified EMS platform. EMS allows for real-time credit card processing, remote reporting and alarm monitoring.
- **Louisville, KY** – 5,000 metered spaces and 300 non-metered spaces. Annual revenue is approximately \$4.2 million.
  - **Citation Management Database:** While issuing approximately 150,000 citations annually and mailing nearly 400 notices per day including 200 certified letters, LANIER needed to identify a database that could handle our increasing responsibilities. As a result, LANIER recommended we switch our database to T2 Systems. *As the City of Charlotte is aware, T2 is a highly functional web-based database that creates efficiencies within an operation.* With T2, LANIER is able to reduce the amount of time spent on noticing from four hours per day to 30 minutes per day, increase the number of successful lookups through the DMV, and increase the revenue per booted vehicle by properly managing the chain-of-custody for a license plate.
  - **Citation Issuance Hardware:** The T2 upgrade also included their latest handheld and Bluetooth printer. The new handhelds have a LCD color touch screen that includes a 2.0 megapixel digital camera. Digital photographs of violations that are often appealed are linked directly to the citation in the web-enabled database. This feature helps reduce the number of citations successfully appealed.
  - **Paystations:** LANIER installed a single paystation on a 100-space plus surface lot previously managed by attendant. This installation of a Digital Payment Technologies multi-space meter increased revenues by 15%. The on-going operation of the paystation includes Digital's PCI certified EMS platform. EMS allows for real-time credit card processing, remote reporting and alarm monitoring.



- **Myrtle Beach, SC** – 1,950 paid on-street spaces with annual revenues exceeding \$1.0 million.
  - Paystation: LANIER began operations in 2004 using nine Digital Payment Technologies IntellaPay paystations. LANIER worked closely with Digital to alter their software to include a pay-by-license plate payment option that proved to be vital to managing the thousands of bikers that flock to Myrtle Beach each May for biker rallies. Since 2004, LANIER has installed 17 of Digital's newest paystation, Luke. The on-going operation of the paystations includes Digital's PCI certified EMS platform. EMS allows for real-time credit card processing, remote reporting and alarm monitoring. After moving our paystations to real-time, revenues increased by 10% over the previous year while the paystations were off-line.
  - Pay-by-Cell: In 2006, LANIER worked with Park-by-Phone to implement the area's first cellular phone payment option for parking.
  - Citation Management Database: In 2009, LANIER sought to upgrade their current Clancy operating system. The upgrade includes all current and previous data being stored and secured at a remote location. Our staff is able to access the data via the internet. The database also has the ability to integrate with the Park-by-Phone platform.
  - Citation Issuance Hardware: Along with the 2009 upgrade of the citation management database, LANIER upgraded the citation issuance hardware. Our Team of parking ambassadors began using touch screen cell phone linked to a Bluetooth printer to issue parking citations. The cell phone also includes a built-in digital camera that allows us to capture illegally parked vehicles. The digital image is uploaded to the database, but it can also be printed and placed in the envelope along with the citation. This feature has been designed to significantly reduce the # of citations appealed as the violator is able see the infraction.
- **Wrightsville Beach, NC** – 1,450 paid spaces with annual revenue approximately \$1.5 million.
  - Paystation: LANIER began operations in 2004 using 30 Cubic/Lexis. LANIER worked closely with the Town to identify areas and units that needed to be upgraded. Since 2006, LANIER began replacing and installing the Lexis/Cubic units with new Digital Payment Technologies multi-space meters. In 2009, LANIER and the Town are in final phase of converting from Lexis/Cubic units to Digital's newest line of paystations. The on-going operation of the paystations includes Digital's PCI certified EMS platform. Wrightsville Beach's EMS services include remote reporting and alarm monitoring.
  - Pay-by-Cell: In 2006, LANIER worked with Park-by-Phone to implement the area's first cellular phone payment option for parking.
  - Citation Management Database: In 2009, LANIER sought to upgrade their current Clancy operating system. The upgrade includes all current and previous data being stored and secured at a remote location. Our staff is able to access the data via the internet. The database also has the ability to integrate with the Park-by-Phone platform.
  - Citation Issuance Hardware: Along with the 2009 upgrade of the citation management database, LANIER upgraded the citation issuance hardware. Our Team of parking ambassadors began using touch screen cell phone linked to a Bluetooth printer to issue parking citations. The cell phone also includes a built-in digital camera that allows us to capture illegally parked vehicles. The digital image is uploaded to the database, but it can also be printed and placed in the envelope along with the citation. This feature has



been designed to significantly reduce the # of citations appealed as the violator is able see the infraction.

- **Wilmington, NC** – 780 metered spaces and 200 non-metered spaces. Annual on-street revenue is approximately \$1.5 million.
  - *Paystations:* Shortly after we began operating the City of Wilmington's parking operations (previous operator resigned in 2008) LANIER installed a new Luke paystation to control the City's only surface lot. This installation replaced the aging Cubic/Lexis unit. The new Digital paystation helped increase revenues by nearly 14% over the previous year. The on-going operation of the paystation includes Digital's PCI certified EMS platform. EMS allows for real-time credit card processing, remote reporting and alarm monitoring. The success of the Luke paystation has encouraged the City to begin exploring their use on-street. In FY '10, LANIER will be installing up to eight additional paystations on-street to replace current single space meters. This enhancement will provide customers multiple payment options and will improve the City streetscape.
  - *Citation Issuance Hardware:* With the City of Wilmington currently using T2, LANIER sought to upgrade the handhelds compared to the previous provider. The upgrade included their latest handheld and Bluetooth printer. The new handhelds have a LCD color touch screen that includes a 2.0 megapixel digital camera. Digital photographs of violations that are often appealed are linked directly to the citation in the web-enabled database. This feature helps reduce the number of citations successfully appealed.
  - *Pay-by-Cell:* On April 20, 2009 LANIER is implementing Verrus' pay-by-cell platform. Verrus is quickly becoming the leader in the mobile phone parking payment industry. Their platform does not require a registration process and is proven to be very practical for one-time and frequent users of the system. In addition, Verrus is also able to integrate with Digital's EMS enabled line of multi-space meters. *LANIER recommends the City of Charlotte explore the implementation of Verrus or other pay-by-cell companies to enhance the customer's experience.*
- **Carolina Beach, NC** – 703 paid spaces and 123 non-metered spaces plus Freeman Park. Annual revenue approximately \$850,000. LANIER began operations in January 2009, however we have already made significant improvements to the program that are designed to increase program revenues. The enhancements were a result of a comprehensive review of how the program was being managed by the previous operator. The result of our review included the following technological upgrades that have already been made or in the process of being installed:
  - *Citation Management Database:* In April 2009, LANIER sought to upgrade their current Clancy operating system. The upgrade includes all current and previous data being stored and secured at a remote location. Our staff is able to access the data via the internet. The database also has the ability to integrate with the Park-by-Phone platform.
  - *Citation Issuance Hardware:* Along with the 2009 upgrade of the citation management database, LANIER upgraded the citation issuance hardware. Our Team of parking ambassadors began using touch screen cell phone linked to a Bluetooth printer to issue parking citations. The cell phone also includes a built-in digital camera that allows us to capture illegally parked vehicles. The digital image is uploaded to the database, but it can also be printed and placed in the envelope along with the citation. This feature has been designed to significantly reduce the # of citations appealed as the violator is able see the infraction.



- **Paystations:** In February 2009, LANIER presented to the Town of Carolina Beach a plan to upgrade and install Digital's latest line of multi-space meters. The plan was designed to replace aging Cubic/Lexis paystations as well as antiquated honor boxes (manual slot boxes) located in some of the Town's highest revenue producing areas. LANIER will be installing seven new Digital paystations at strategic locations for the purpose improving payment options for customers, increasing revenue, improving cash controls.

Listed below are a couple of case studies outlining LANIER's efforts which resulted in significant financial returns for our clients:

➤ **CASE STUDY #1**

**FACILITY:**

**Pennzoil Place**

**Houston, TX**

The 1,001 stall Walker at Main parking facility presented several challenges to LANIER Parking Solutions upon taking over operations in April 2009. The Walker at Main Garage is a premier stand alone garage centrally located in the heart of Houston's Business District which services Pennzoil Place as its primary customer base. The facility was built by the German firm, Mann Enterprises, with the asset being managed by Metropolis, Inc. in the United States. In the short time LANIER has been on-site, Monthly and Transient revenues have increased **20.4%**. The monthly revenues dipped slightly in the first month due to corrective measures taken with billing and collection issues left by Winpark Parking. During this process it was realized over 75 access cards were active but not billed. LANIER immediately identified the problem and de-activated the cards in question. Of these, 40 parkers were added to the system as monthly parkers. These actions have positioned LANIER to exceed projected monthly parking revenue submitted in the original operating budget.



LANIER Parking Solutions' success with this project can be attributed to the following:

- Established relationships with all surrounding properties to create a "neighborhood" program whereby monthly parking could be purchased by local businesses and office tenants.
- Working with owner, asset manager and property management to make several construction changes that will help enhance the deck's attractiveness to additional monthly parkers. Enhancements such as widening the entrance doors, connecting to new construction with an underground tunnel under Main St., and the completion of an in-deck connection to the already established Houston tunnel system.

## ➤ CASE STUDY #2

### FACILITY



### Campanile

### Atlanta, GA

The Campanile account presented several challenges to LANIER upon taking over in October 2007. The building which had been owned by Bellsouth was sold to the Transwestern management group. As part of the merger with AT&T, Bellsouth vacated the building within the first 4 months leaving the office tower at 20% occupied. Through a series of marketing and advertising campaigns, the project which was budgeted to lose money in 2008 turned in a net profit of just under \$250,000.00 for the year. LANIER's success with this project can be attributed to the following:

- Secured a 10 month lease with a construction firm performing work in the area.
- Partnered with a local Hotel in an effort to drive overflow parking in the garage.
- Partnered with the 14<sup>th</sup> Street Playhouse to sell parking online through their ticket office.
- Reached out to event organizing committees to pre-sell parking for their events online.
- Established relationships with all surrounding properties to create a "neighborhood" program whereby monthly parking could be purchased by local businesses and residents.
- Posting online monthly parking specials through a number of free websites such as Craigslist and Parking Spotter.

## ➤ CASE STUDY #3

### FACILITY



### Peachtree Center

### Atlanta, GA

Peachtree Center, located in the heart of downtown Atlanta, is comprised of multiple office towers and 7 parking structures. Of the 7 structures, 3 are multi-level parking garages. With so much parking available in the area, Peachtree Center often struggled to fill the spaces. Through aggressive marketing and rate adjustments, LANIER was able to identify and secure parking for several major tenants from surrounding businesses resulting in an increase to monthly gross revenues of 45%. Unlike most situations where rates may be increased to generate addition income, LANIER actually decreased the monthly rate by 20% to achieve a positive return. To date, monthly billings have increased nearly \$27,000.00 per month.

➤ **CASE STUDY #4**

**FACILITY:**

**Colonnade BAC**

**Coral Gables, Florida**



LANIER Parking took over the parking operations of the Colonnade BAC in September 2009. The Colonnade is the Premier centrally located multi-use property in the heart of the Coral Gables Central Business District. Morton's and the Westin Hotel are two of the primary elements that compliment the office building. The facility was purchased by the German firm Deka with the asset being managed by ING in the United States. The original property management company chosen by ING was replaced by Cushman & Wakefield within six months.

Because of LANIER's long standing relationship with Cushman & Wakefield at the Wachovia Financial Center, Cushman management was eager to bring LANIER in to manage the facility. US Parking had a long time operating agreement and ING was sure that there was more revenue to be captured. LANIER started operations in September 2009 and immediately got to work improving the overall appearance of the garage which had been neglected for many years. In the short time LANIER has been on-site, transient revenues and validation revenues have increased **50.4%** and **7.1%** respectively. The monthly revenues dipped slightly in the first month due to corrective measure taken with billing and collection issues left by US Parking. During this process it was realized over 300 access cards were active but not billed. LANIER immediately identified the problem and de-activated the cards in question. This exercise has position LANIER to exceed projected monthly parking revenue submitted in the original operating budget.

**Maintenance**

LANIER Parking places a great deal of emphasis on the maintenance of all facilities under our span of control. LANIER understands that an efficient maintenance program is paramount in order to provide a clean and safe environment for every customer. In order to maintain the high standards and expectations of our clients and guests, LANIER requires all project managers to establish and implement a mandatory maintenance checklist by day, week, month, quarter and year. Each checklist is custom designed by location to meet the requirements and expectations of both LANIER and our clients. In addition, LANIER often contracts the services of local sweeping services to provide monthly services to capture and eliminate tire dust build up and debris. In conjunction with the daily maintenance within the parking garage, this service will ensure a clean environment that visitors and tenants will appreciate.

It is important that the maintenance of any operation begins prior to the arrival of vehicles in order to assess the overall condition of the facility with no vehicles present. Maintenance personnel should also be present during and after any major event that may take place on or around the operation.

Not only does proper maintenance set the comfort level for visitors of the project, just as importantly it protects the owner and manager from potential exposure to liability. Below are the typical requirements for LANIER maintenance personnel.



- **Maintenance Checklist.** Responsible for all daily, weekly, monthly and yearly tasks as outlined in the location maintenance checklist.
- **Assisting Patrons.** Provide assistance for customer who cannot locate their vehicles, have dead batteries or need general assistance. Direct customers to parking office in the event of major mechanical malfunctions or keys locked in a vehicle.
- **Cleaning.** Pick-up trash and empty trash cans throughout the facility. Mop traffic islands and other equipment to keep them free of exhaust dust. Remove spider and cobwebs from stairwells and light fixtures; change sand in the cigarette receptacles on a regular basis; and wipe windows and glass doors. Follow customized facility daily/weekly maintenance schedule.
- **Safety.** Provide service of constantly surveying changing conditions in the garage. Locate oil spots and apply oil dry as needed to prevent potential slip and fall injuries. Report suspicious people or hazardous conditions to senior project manager or security.
- **Maintenance.** Assisting in the maintenance and repair of parking equipment and any general maintenance tasks as directed by the Project Manager. Ensure routine preventative maintenance program is in place and adhered to.
- **Painting.** Maintain appearance of the facility by keeping walls, curbs, islands, equipment, bollards and cashier area freshly painted.
- **Appearance.** Maintaining a neat and clean appearance and being in complete uniform at all times.

## Marketing

In order to prepare a thorough Marketing Plan, it is important to know one's competition. LANIER Managers regularly compile competitors' rate information of nearby facilities.

Revenue Growth can be achieved through an aggressive Marketing Campaign. When developing and implementing a successful marketing program, the first priority is to protect the primary users of the development. Tenants and visitors must have the ability to conduct business without concern of parking capacity. Once that obligation is met, the parking operator must identify specific opportunities to utilize excess capacity. This is generally done by targeting surrounding buildings and facilities, implementing creative rate structures and aggressively marketing after-hours and weekend users.

LANIER Parking Solutions is well equipped develop and implement a comprehensive marketing plan for the City of Indianapolis. As necessary, LANIER is prepared and able to market to surrounding businesses for their transient parking needs. LANIER has developed marketing plans for many locations and our clients have seen positive results. LANIER has full-time staff devoted to marketing our locations to consumers, whether they're in need of monthly parking, visitor parking, or special event parking.

LANIER will bring its "Park, Shop, Dine, Stay and Play with Us"(PSDSP) Campaign to the Indianapolis business district. This campaign consists of three elements: relationships /partnerships, street team ambassador (guerilla) marketing, and social networking via online new media.



LANIER Parking will establish relationships with local hotels, restaurants, and destination venues in the area to allow LANIER to build out several cooperative advertising opportunities. In doing so, LANIER will create interactive maps of choice, giving patrons the bigger picture of parking in the area.

Guerilla marketing is utilized before and during area events. This program continually reminds guests, tourists, and patrons of the many locations to choose from in the nearby area. This program can be tailored to make a direct impact before and during events in area. Our ambassadors will be knowledgeable of the area and equipped to assist patrons in locating the desired parking locations within our nearby inventory.

Social networking is the big winner when it comes to communicating information efficiently and effectively in this digital age. LANIER has found success using Twitter and Facebook for its properties.

In addition to the "PSDSP" campaign, LANIER has relationships with several online ticketing brokers to sell parking right alongside major event tickets in the area. Our database of more than 30,000 LANIER Parking customers can be notified via email of upcoming event parking available for online purchase. Communicating to our customers regularly increases loyalty and brand recognition. This loyalty and brand recognition is transferred to any partner venue.

**Internet Presence** - In today's fast-paced world, any location that is not on online just doesn't enter into the thinking of the consumer. The following are a number of ways that LANIER has been working to spread the words "Park with Us" on the World Wide Web:

- **Parkingspotter.com** - Posting a discounted monthly rate on parkingspotter.com is a very efficient and cost-effective way of getting the message to our self-selected, target audience. With one simple post that took 5 minutes, one of our locations was able to add nearly 50 new monthly parkers in the first half of 2009.
- **Google Maps and MapQuest** - By establishing locations' physical addresses and names online, they are more likely to show up in searches for "Midtown Parking" for instance. The postings must be reviewed every quarter to stay active. Occasionally, non-paying "advertisements" are removed and must be re-posted.
- **Partnership Listings** - Having our locations listed on partner websites is very effective.
- **Craigslist Postings** - Occasionally, discounted monthly parking passes may be advertised to help increase revenues in certain garages where/when necessary.



## • Facebook & Twitter



**Guerilla Marketing** - Handbills and street team marketing consisted of two areas of focus: simple flyers and business card invitations. These are distributed to parkers exiting from surrounding surface lots and during the lunch crowds of nearby restaurants.

**Flyers** - The key to the flyers was not the flyer itself. Although the flyer contains pertinent information about special discounted rates and timelines to receive those rates, it was the employees' enthusiasm that sold the program.

Often surface lot parkers were greeted with coffee, doughnuts, and friendly interaction from our cashiers and employees on these mornings. Their enthusiasm and friendly nature gave the prospective parker an idea of the level of customer service to expect when parking with us. Many new parkers would then ask for the employee by name when signing up to park.

**Business Card Sized Invitations** - Two versions have been created. The first is the informational invitation with the location and details about the facility. These small cards, about the size of a business card or playing card can be easily kept or placed in a pocket. The potential parker could refer to it once they were at work. The second card was a true invitation to have free parking. This way the parker could park with us one day free and check things out for themselves. The "Try It, You'll Like It...and Want to Keep Doing It" marketing approach.



INFORMATIONAL INVITATION



ONE DAY OF COMPLIMENTARY PARKING

**Discounted Parking Vouchers can be printed specifically for Special Events.**



## B. CUSTOMER SERVICE

**LANIER's Customer Service Philosophy** – As described throughout this document LANIER places a significant emphasis on delivering exceptional service to our Clients and Customers. This level of attention has been the foundation of our success as we have grown to a national provider of parking and transportation management solutions in just 20 years.

The service that LANIER delivers to each visitor is crucial to the success of our company and to that of our clients. Visitors and Monthly Parkers can log on to [www.lanierparking.com](http://www.lanierparking.com) at anytime and notify us of any complaint or compliment. Any comments are immediately forwarded to the Senior Project Manager for investigation or reward. Notices encouraging feedback are posted on all cashier and service locations.

LANIER Parking Solutions fully understands that the goal is to provide a great experience that extends beyond the building to include the parking. LANIER Parking Solutions believes that parking fulfills a vital role in this environment acting as the "front door" to the facility. LANIER recognizes that parking facilities provide the first impression when visitors arrive and the final impression as they leave. As a result, it is critical that the experience begins once the customer pulls into the parking facility and continues until they enter the building. In addition, on their way out of the facility the experience needs to extend back into the parking facility until they have exited the area.

***Streetmosphere*** - At LANIER, we have coined the phrase "*Streetmosphere*" to convey the atmosphere that we try to develop between the parking lot and the facility. In most parking operations this is an unfriendly area in which patrons often feel unsafe. At LANIER we make sure that it is an area in which programs and services are in place that entertains the patrons as they stroll to and from the vehicle. In addition, these programs and services can generate additional revenue for the Property. Think Disney or Six Flags and you will better understand LANIER'S approach to *Streetmosphere*.

**Special Services** - LANIER Parking Solutions is committed to quality in all aspects of the parking industry. This commitment is demonstrated by the variety of procedures and programs actively utilized to monitor success at serving parking customers. Often the simplest amenity is the longest remembered and the most beneficial. LANIER Parking Solutions believes the following services will create a "value-added" environment, enhancing the relationship between the Project Partners and their employees and visitors.

***Windshield Wash*** - LANIER Parking Solutions' personnel identify and clean a number of dirty windshields throughout their shift leaving behind a "calling card" conveying that we hope to "brighten their day". This is a great program to incorporate into valet operations.

***Map Program*** - Maps of the city are kept in each parking booth to be given to those exiting customers requiring directions. Additionally, maps of the project can be distributed at key elevator, escalator and stairways leading into the development.

***Beverage Service*** – During cold winter months, parking facilities can offer complimentary coffee or hot chocolate to customers. In, summer free lemonade or soft drinks may be served.



**Battery Jump Starts / Tire Repair** – LANIER personnel are available to offer jump-starts and tire repair for customers requiring assistance.

**Lost Car Assistance** – When a customer forgets where their car is parked, LANIER personnel will assist the customer in locating their car using a security cart or a license plate tag inventory system.

**Lube and Brake Service** – Lube and brake service is available through local vendors who will pick up and drop off customer's cars from the parking facility.

**Welcome / Thank You Signs** – Simple "Welcome to \_\_\_\_\_" and "Thank You and Buckle Up Safely" signs at the entrance and exit convey a feeling of appreciation.

**Car Wash and Detailing Service** – Cash wash and detailing service can be implemented to add to the service levels provided to Project Partner's staff and visitors.

The above services should be looked at as a menu of services available. If selected as your parking management firm, we can work together to determine what services are appropriate for your parking application. In addition, LANIER will continue to bring ideas forward that would further enhance the customer's experience.

More than in any other segment of the parking industry does customer service have an impact on how customers perceive the City and its program. LANIER, more than any other firm, understands how our personnel behave in tough situations is often how the customer responds. As a result, LANIER has designed training programs for both salaried and hourly employees that concentrate on initial interaction with customers and conflict resolution. Below outlines our approach to customer service training programs in an on-street parking environment.

#### **Training and Employee Management:**

LANIER Parking Solutions now provides parking enforcement services for seven different unique cities across the southeast. Over the years, LANIER's on-street enforcement has developed ambassador like characteristics. It has always been important to LANIER, that when we enter a new market that we are viewed by the public as ambassadors for the City in which we represent. Our employees have become known for their friendly and professional demeanor as they complete one of the most demanding jobs in the parking industry; a Parking Enforcement Officer. With that in mind, LANIER decided to approach this aspect of their job head-on by creating a full-day training course on conflict management. We have found this program to be very successful for all of municipal projects and we look forward to establishing this program for the City of Indianapolis. Below are some of the training principles our on-street ambassadors will go through upon orientation:

#### **On-street Parking Enforcement Training (excerpt from on-street manual)**

*On-street Parking Enforcement* - For projects responsible for citation issuance it is important for the Project Manager to develop very specific requirements for how to and when to issue a parking citation for the enforcement employees. Contact the General Manager or Senior Vice President of LANIER for templates and examples of parking enforcement training manuals.



Some basic reasons and guidelines on why it is important to have a consistent parking enforcement program include:

- **Purpose of On-Street Parking Management** - Enforcing violations of on-street parking is designed to promote safety, benefit central business districts and organizations as well as expedite traffic flow.
  - Safety Issues: Effective enforcement reduces the incidence of parking situations, which are hazardous and could cause injuries or loss of life such as:
    - Cars parking too close to intersections causing reduced visibility of motorists and pedestrians
    - Double parking which presents roadway obstacles and narrows the usable width of roads causing side-swipe or rear-end accidents
    - Blocking fire hydrants causing fire fighters to lose precious time hooking up hoses
  - Benefits for central business districts: Effective enforcement increases the availability of short-term parking spaces for customers, clients and businesses by discouraging parkers from monopolizing scarce on-street parking spaces. This increases revenue for uptown businesses by providing the perception of consistent, available parking for customers and clients. Effective enforcement ensures that loading zones are available to those that need them for the loading and unloading of supplies.
  - Traffic Flow: Effective enforcement decreases traffic congestion in the central business district by reducing incidences of:
    - Cars parking in rush hour lanes
    - Cars parking too close to intersections preventing vehicles from turning
- **Conduct of Parking Enforcement** - The parking enforcement officer is the most visible employee of the program. It is vital that the parking enforcement officers conducts themselves in a professional manner at all times when in the field. LPS has created a minimum standard of behavior for parking enforcement officers:
  - *No Employee Shall:*
    - Smoke cigarettes while on duty
    - Speak with or otherwise conduct an interview with any member of any media. In addition, employees are not to pose for pictures for the media unless directed to do so by the clients. All LPS employees are to direct media requests to the client. Only at their discretion LPS will proceed working with the media
    - Carry cellular phones or personal radios. Only the assigned uniform, ticket writer and two-way radios are to be on the agent while on duty
    - Never allow more than one person on the scooter. At all times there should only be one person on the scooter. The scooter is not to be used by any employee that is not on the clock. It is never to be used for personal business or taken off the beat
    - Grant any unauthorized privileges or favors in connection with official duties
    - Be under the influence of alcohol or drugs while on duty



- Falsify any official record, report or form
- Fail, refuse or neglect to obey any lawful orders of a Supervisor whether oral or written
- Use or permit the use of City or LPS issued materials, equipment or labor for unauthorized purposes
- Fail to report accidents of any kind
- Engage in activities during working hours, which are not connected with official business
- Demand or receive from anyone money or gifts in connection with any official duty or act
- Fail to give prompt, polite and efficient service to the public
- Strike or attempt to strike a Supervisor, fellow employee or citizen
- Be excessively or habitually late, tardy or absent from work or assigned duties
- Commit any crime
- Carry any type of gun, knife or weapon.

### **Customer Service Training (excerpt from on-street manual)**

Customer service begins with the first interaction between you and the customer; whether it is answering the telephone, passing on the street, or in the work site office. Each customer has a certain level of expectation as to how he or she should be treated. Beyond complying with LANIER's Mission Statement and Company Standards there are other key components to conveying the proper LANIER image to the customer:

- ***Smile!***
  - You never get a second chance to make a good first impression, so let our customers know you are friendly
- ***Be Friendly!***
  - Practice GSS, "Greet; Serve; Send," Give your attention to the customer and job at hand. When customer approaches you with a concern, listen to them; "Seek First To Understand, Then Be Understood"
- ***Be Dependable!***
  - Report to work on time. Be consistent and confident in dealing with customers, show them you have knowledge and experience dealing with similar situations to theirs. If you say you are going to follow up with a phone call or a letter then do just that; integrity is essential!
- ***Look Good!***
  - Be neat and well groomed; where applicable keep your uniform clean. Don't eat, drink, smoke, or chew gum in view of our customers
- ***Be a Good Representative of LANIER***



- Anticipate customers' needs; be able to answer basic questions; help customers solve problems; keep your work area/office clean and well organized

**CONFLICT RESOLUTION** - By following the Mission Statement, Company Standards and customer service expectations LANIER will create an atmosphere that breeds good behavior from all employees; front line to executive management. When interacting with customers, failure to adhere to either of the above will result in increased conflict with the customer. Every customer interaction does not have to be negative, even if that is how the conversation started. Below is a series of "conflict outcomes" that will be derived from our end-result in working with customers:

OUTCOME	SHORT ANSWER	EXPLANTATION
I LOSE – YOU WIN	Don't Give Away the Store!	Understand that no matter how well you run your operation, you are going to make mistakes. However, your solution cannot "give away the store"
I WIN – YOU LOSE	You Will Lose Our Customer Forever!	If this is the result, you failed to give the proper explanation (It's not what you say, it's how you say it!) of Company and Client Policies and the customer's next alternative
I LOSE – YOU LOSE	You Have Lost Control of Your Emotions!	This is the "Worst Case Scenario." You can be assured if you have lost control of the situation, your client will become aware, city council, LANIER senior management, and perhaps the media; nobody likes a sour grape!
I WIN – YOU WIN	Customer Satisfaction!	This is the "Best Case Scenario." This can be the result even if our customer does not get what they want, but are satisfied you took the time to work on creating REAL Solution or alternative to their need/problem



LANIER has introduced a series of rules to follow in an effort to attain the Win – Win Scenario in customer conflict. It is important to recall these guidelines when approached by a customer with a concern pertaining to the results of our operations:

***Understand that the customer's problem is your problem***

- You may not have caused the problem, but the customer is expecting you to find the solution! If you are unable to provide the customer with assistance, find someone who can

***Clearly communicate the expectations***

- Make sure you understand what the customer expects you to do to resolve their issue while you make known your limitations in trying to come to a solution

***Solve the customer's problem***

- Solving the customer's problem does not mean you have to "give away the store," but it does mean that you have to find a solution that will placate the customer's wishes while maintaining the policies set forth by upper management

***Never take the conflict personally***

- You will not make every customer happy, but that does not mean you should not try. Understand that a customer is upset with the situation or policy and not you, more likely the customer is frustrated with them for getting a parking citation in the first place. As the leader of your team, you need to show resolve during adverse times and not get bogged down by your emotions. If the customer has a problem, you have a problem. If you have a problem, the Company has a problem. Nevertheless, you will be expected to LEAD us to the solution. LANIER uses the acronym LEAD to ensure your actions are tied directly to the Company's Mission Statement.

***Listen***

- You may **hear** the customer talking to you about the issues they are having with your operations or employees, but are you really **listening**? The act of listening involves you becoming emotionally engaged in what your customer is saying...the customer will know when a LANIER manager is listening because the manager will show...

***Empathy***

- Put yourself in the customer's shoes. Show the customer you care to solve his or her problem, while not taking responsibility for the problem, through your words and your...

***Actions***

- Your actions must fall within the Corporate Mission Statement, all the while doing whatever you can to create a solution that meets the customers' expectations. Understand you do not have to give the store away to the customer in order for your customer to feel they have "won." If your actions cannot meet the Company Mission Statement or customer satisfaction then...

***Direct***

- The customer to your supervisor. Never direct a customer to your supervisor without notifying your supervisor of the following:



1. The experience of the customer
2. The actions you took to solve the customer's complaint
3. The customers response to your actions

**LANIER's Continuous Improvement Program** – Along with our plan to provide superior levels of support to the local management Team, LANIER has created a continuing education program, LANIER University, which is part of the new-hire process for appropriate personnel. LANIER University was developed as a result of our Executive Team recognizing a key attribute to maintain consistent operations across the Company. By developing LANIER University, we have put in place a successful training curriculum that begins with the new-hire process and continues throughout the employee's development within the Company.

### ***Selection - Hourly Employees***

At the time of application all applicants are screened for the basic requirements, and assigned a numeric rating between 1 and 4 for each attribute. Only candidates receiving an overall rating of 3 or above are scheduled for an interview. A member of the Human Resource staff conducts one-on-one interviews, usually followed by a second interview with the location Manager. For remote locations, managers receive training in CSI (Careful Safe Interviewing) skills so that they can hold effective interviews to fill hourly positions.

The attributes we look for are:

**L**anguage: is the applicant able to communicate clearly; do they demonstrate good communication skills: eye contact, able to be heard & understood, use "polite" language such as please and thank you (*Indicator of how they will communicate with customers*).

**A**pppearance: is the applicant clean and neatly groomed; are they dressed appropriately to show respect for the interview/office environment (*Indicator of whether they will adhere to grooming policies and present the right image to customers*).

**N**eatness: is the application filled out completely and legibly; does the applicant provide all the requested information; has the applicant demonstrated the ability to fill out required paperwork correctly (*Indicator of whether they will be able to complete the required cashier & other operating reports*).

**I**mpressive: does the applicant make a good first impression; will he/she make a positive impression with our clients and customers; do they have the education and/or experience to meet the requirements for the position?

**E**nthusiasm: is the applicant outgoing & friendly and convey an interest in working for LANIER Parking? Do they have a positive demeanor? (*indicator of work attitude and demeanor they will display at work*).

**R**ight Fit: can the applicant work the scheduled shift; do they meet the basic qualifications for the position; does their pay expectations meet the offered pay rate, are they willing to adhere to the grooming and customer service guidelines?

### ***Reward & Recognition***

LANIER believes that the key to outstanding customer service is making sure that our employees are treated fairly and have the right tools and training to do their jobs. Employee



care is the foundation of customer care. We have programs and policies in place to foster two-way communication with our employees, and to recognize those employees who are doing an outstanding job.

### **Communication and Recognition programs include:**

#### **Shining Star**

The Shining Star award recognizes those employees who consistently shine above all other employees in all aspects of their job, including customer service, attendance, positive attitude, willingness to go “above and beyond”, and team work. Any employee can nominate someone for Shining Star. Awards are presented quarterly by a “prize patrol” at the employee’s work location. Quarterly winners receive a \$25 gift card, certificate, Shining Star pin and keychain. “Shining Stars of the Year” are recognized at the annual Holiday Party, receiving a \$200 gift card plus other prizes.



#### **Compliment Response Program**



Any employee who receives a customer compliment is sent a “Thanks for a great job” letter from the CEO, mailed to their home address and containing a small token of our appreciation (usually 2 movie passes). Compliment letters are displayed on a bulletin board at the Corporate office as well as recognized in the “Inside LANIER” newsletter.

#### **The LANIER Cup – Teamwork Award**

Introduced in 2008, the LANIER Cup is awarded annually to the work group who best exemplifies the core value of “Teamwork”. Team members are recognized at the annual Holiday Party, and have the honor of displaying the cup at their workplace for the next year. The individual team members are also given a Team Award plaque.



#### **Service Anniversary Recognition**



A letter from the CEO is mailed to the home of each employee celebrating a service anniversary (beginning on the two-year anniversary). In addition, those employees celebrating a 3, 5, or 10 year anniversary are sent a Service Anniversary pin. Milestone anniversary recipients (5 and 10 years) are recognized at the annual Holiday Party.

#### **Happy Birthday Card**

Management & administrative employees are sent a birthday card from the staff at the Corporate office. The card is hand-addressed with a personalized note and mailed to the employee’s home address.



#### **LANIER Innovation Program (aka “Bright Ideas”)**



New for 2009, the LANIER Innovation Program reinforces our Core Value of “Innovation”. The purpose of the program is to encourage employees at all levels to submit innovative ideas that will realize greater revenue or cost-savings for the Company. As part of our inclusion goal, a committee



representing a cross-section of employees will meet quarterly to evaluate ideas and select the winners. In addition, a “Bright Idea of the Year” award will be presented at the annual Holiday party.

#### **LANIER Gives Back** (*charitable giving program*)

In development for 2009, the LANIER Gives Back program encourages employees to donate to the LANIER Foundation via payroll deduction. Once we have the desired level of participation, participating employees can submit a Grant Request for matching funds for any fundraising event in which they are involved. The goal is to promote the concept of LANIER employees coming together to represent the company in a fund-raising effort in their community. For example, in 2008 a group of LANIER employees in Atlanta formed teams and participated in the ALS walk, raising over \$11,000. In addition to being individually rewarding and a great team-building experience, it also brought positive recognition to the Company.



#### **Employee Communication & Feedback**

Sharing information with employees and providing channels for questions, suggestions, complaints, and other feedback is vital to maintaining good employee relations. We have the following initiatives in place to help in that regard:

##### **“Inside LANIER”**

An e-newsletter from the CEO is sent at least monthly to all employees with a LANIER email address, and paper copies are distributed for distribution to LANIER hourly employees.

##### **Employee Satisfaction Survey (ESS)**

An Employee Satisfaction Survey is distributed to all employees annually to gauge their level of satisfaction with their job, their supervisor, and the Company. The survey is confidential and is tabulated by a neutral third party so that the employees can feel comfortable in giving honest feedback. The information received from the surveys lets us know adjustments we may need to make in our training, recognition & reward, and communication programs in order for our employees to feel satisfied in their jobs and proud to work for LANIER Parking, all of which has a direct impact on Customer Service.

##### **Employee Hotline**

In 2009 we added an “Employee Hotline” to provide another avenue for employee to seek help or share information. In addition to providing an avenue for reporting anonymous Loss Prevention tips, employees may use the hotline to report payroll issues, workplace issues such as unfair treatment or harassment, or offer suggestions for improvements at their location. The Hotline is monitored by Loss Prevention and Corporate HR and employees who give us their contact information are responded to in person within 24 hours.

### **C. SAFETY & SECURITY**

LANIER Parking is well versed in the all aspects of the public safety & security techniques as well as emergency response support. In most cases, LANIER Parking is required to submit a copy of our safety and security guidelines to our clients as part of our operations manual for each location. Often times, LANIER’s guidelines are an extension of our clients in order to



maintain consistency throughout the facility or municipality. LANIER will work with local law enforcement as well as building security to establish a set of guidelines conducive to meet the needs of the City. Below are a couple samples of procedures currently in place at other locations..

## **Lanier Parking Systems Hurricane and Anticipated “Wicked” Weather Plan**

### **ANNUAL PLANNING AND STORM OPERATION PROCEDURES**

#### ***Preseason***

- ☐ Review Hurricane and Anticipated “Wicked” Weather Plan (this document)
- ☐ Prepare “operation” hurricane kit to include:
  - ☐ Batteries
  - ☐ Flashlights
  - ☐ Tarp for roof, other uses
  - ☐ Water
  - ☐ Sand bags for low lying offices or street-level office doors
  - ☐ Gasoline for generators (if applicable)
- ☐ Inventory all meters and paystations
- ☐ Begin discussions with City Client to identify hurricane evacuation orders and changes from previous season
- ☐ Train all staff on the planning and procedures for hurricanes and “wicked” weather
  - ☐ Provide continuing education throughout the season when updates/changes occur to the “plan”
- ☐ Thoroughly train maintenance staff on put-up and take-up procedures of all paystations and internal components

#### ***Condition 3 – Hurricane Watch***

- ☐ Parking Manager maintains constant communication between City Staff and Lanier Executive Staff
- ☐ Post temporary signs on all paystations notifying patrons “Hurricane Watch is in Effect – Enforcement Still in Effect”
- ☐ Parking Manager begins organizing/scheduling maintenance and collections teams (during and after normal operating hours) in the event a Hurricane Warning is issued
- ☐ Communicate with parking ambassadors to relax enforcement of time limits and expired meters; enforcement is still in effect however.
  - ☐ If conditions begin to worsen and winds approach tropical storm levels, enforcement is canceled
- ☐ Make final preparations to obtain supplies before, during and after the storm
- ☐ Begin performing a full collection of all parking meters and paystations

#### ***Condition 2 – Hurricane Warning***

- ☐ Parking Manager maintains constant communication between City Staff and Lanier Executive Staff
- ☐ Complete performing a full collection of all parking meters and paystations
- ☐ All funds collected must be counted



- If banks are closed secure money in office safe or make arrangements with your clients to store funds in City Safe
- ❑ Prepare on-street equipment, including, but limited to removal based on the following hurricane strength:

Storm Category	Maximum Sustained Winds	Storm Surge	Meter Preparation	Paystation Preparation
Tropical Storm	35 – 73 mph	1 – 3 ft.	None Taken	Tape openings to paystation and place plastic bags over the face of the cabinet
Hurricane - Category 1	74 – 95 mph	4 – 5 ft.	Tape or bag all beach front meters	Tape openings to paystation and place plastic bags over the face of the cabinet
Hurricane - Category 2	96 – 110 mph	6 – 8 ft.	Tape or bag all meters	Remove paystations and solar panels from pedestals/poles
Hurricane - Category 3	111 – 130 mph	9 – 12 ft.	Tape or bag all meters	Remove paystations and solar panels from pedestals/poles
Hurricane - Category 4	131 – 155 mph	13 – 18 ft.	Tape or bag all meters	Remove paystations and solar panels from pedestals/poles
Hurricane - Category 5	155 mph and above	18 ft. or greater	Tape or bag all meters	Remove paystations and solar panels from pedestals/poles

- ❑ Based on conditions stated above, Manager is to prepare appropriate staffing levels in order to accomplish tasks prior to the storm
- ❑ All important documents and office assets are to be raised from the ground and placed on a desk or table
  - Place computer, telephone equipment, and CC processing machines in a plastic bag
  - Make sure all electronic devices are unplugged, except security system
- ❑ Place sand bags in front of all doors, including garages
- ❑ Manager dismisses all non-essential personnel
- ❑ Ensure all tasks are complete
- ❑ Manager dismisses remaining staff
- ❑ Secure window, locks and doors
- ❑ Alarm building

#### **Condition 1 – Storm in Progress**

- ❑ Manager dismisses all staff
  - ensures all staff are safely home or in a shelter
- ❑ Manager maintains contact with client (primary contact with City), Lanier executive staff, and immediate subordinates listed on location phone tree



### After the Storm

- ❑ Manager returns to office as soon as it is safe to do so
  - If applicable, request from City a “hurricane decal” that will enable you to return to the island or property prior to the general public
    - Allows you to assess true damage before the possibility of looting, riot, or recklessness
- ❑ Assess damage to the office (physical property; office equipment, supplies, furniture; vehicles; etc) and to equipment in the field (paystations, parking meters, shelters, solar panels, etc)
  - Bring a digital camera to document any damage assessed for insurance purposes
- ❑ After assessing overall damage, Manager contacts client and Lanier executive staff
- ❑ Manager calls in maintenance team to help complete repairs
  - Complete a log of all repairs that need to be made
  - Any repairs that are unable to be fixed by local staff:
    - Discuss with client and Lanier executive staff to decide if an insurance claim needs to be filed or repair will be paid for in cash
- ❑ Manager discusses with client when parking program is to resume normal operating procedures

### OFFICE DUTY'S

- ❑ Conditions 3, 2, and 1
  - Take all Computers off floor
  - Take all files on low ground to higher ground (like on top of desk)
  - Unhook all electrical appliances
  - If needed we will put sand bags at the front and back doors.

## Hurricane Checklist

DEPT	PARKING	DIVISION	Manager	CONDITION	Pre Season					
		SUPERVISOR								
DUTY				Personnel Assignment		Date and Initial when completed				
Prepare personal Hurricane Kit				Management						
Inventory parking equipment				Manager/ Maint						
Brief staff on Hurricane procedures				Manager/ Asst Manager						



<b>Review plan for relocating files and equipment</b>	<b>Manager</b>						

DEPT	PARKING	DIVISION	Manager	CONDITION	3 Hurricane Watch				
		SUPERVISOR							
DUTY				Personnel Assignment	Date and Initial when completed				
Maintain contact with the City				Manager					
Arrange appropriate staffing to secure meters and paystations				Manager					
Mask all opening on Paystations				Maintenance					

DEPT	PARKING	DIVISION		CONDITION	2 Hurricane Warning					
			Manager							
		SUPERVISOR								
DUTY				Personnel Assignment		Date and Initial when completed				
Call and Maintain Contact with the City				Manager						



Take down paystations if needed	Mgt/Maint						
Secure meters and paystations as appropriate	Maintenance						
Secure essential files, office, and computer equipment	Asst. Manager						
Dismiss non-essential employees as appropriate	Manager						

DEPT	PARKING	DIVISION	Manager	CONDITION	1 Storm in progress				
		SUPERVISOR							
DUTY				Personnel Assignment	Date and Initial when completed				
Dismiss all staff				Manager					
Call and Maintain Contact with the City				Manager					

Phone Tree					
Name	Number	Called?	Name	Number	Called?
Manager			Asst Mgr		



**Administration Policy:** Park Wilmington Disaster and Hurricane Plan

**Date:** 6/18/2004, revised 4/22/09 Draft

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In case of an emergency situation and at the direction of the City of Wilmington, Park Wilmington will implement the following disaster plan. Depending on the severity of the occurrence, certain portions of the plan may or may not be implemented. It should be understood that the safety of Park Wilmington employees along with protection of city assets and collection of revenues are top priorities. Listed below are items ranked by priority for each type of facility.

**Hurricane Watch Status**

- When a Hurricane Watch is issued for the Wilmington area, assess electronic equipment.
- In the decks verify functionality of cameras, Code Blue (call boxes) and elevators for all decks and document equipment status.
- In the Surface lot verify functionality and on-line access and document equipment status.

**On-Street Parking Meters**

- If during normal operations, cease meter enforcement and allow employees to leave after T2 equipment is returned to the Park Wilmington office.
- Discuss with the City about doing an emergency collection to remove all coins from the parking meters.
- If necessary, remove all mechanizes from the parking meters and place in storage.

**Parking Decks**

- If the emergency is during normal business hours, employees will raise the gates on the decks to allow for a speedy exit from the parking deck. All monies will be deposited before the cashier leaves the premises.
- If not during normal business hours, employees will be notified not to report to work until notified at a later date.
- All items not attached to the parking deck, such as signs and trash cans will be placed in storage.
- Power will be turned off to all parking equipment in the deck.
- Remove all valuable items from parking booth and disconnect power to the booth.
- Market Street Deck: First level is designated as a location for city high profile emergency vehicles and ADA parking.
- Market Street Deck: Other Parking customers will be moved to the upper levels deck.
- Second St Deck: Designated for other city vehicles.
- Public may park vehicles only in City garages. (No boats, wave runners or other miscellaneous personal property)
- Fliers are handed out to the public as vehicles enter during the deck that the City assumes no liability for vehicles that may be damaged before, during or after the storm.

**2<sup>nd</sup> Street Parking Lot**

- Remove all monies from the Pay station.
- Remove all critical components of pay station and place in storage.
- Remove all informational signage from the parking lot.
- Disconnect power to the pay station.
- Discuss with the city about removing the pay station to a secure location.



### **Office**

- Secure all valuables in the Park Wilmington safe.
- Turn off the power to all electronic equipment.
- Remove all items from the floor in case of flood.
- Place notification on the office door that the office is closed until further notice
- Cover all computers and electronic equipment to prevent water damage.

### **Aftermath**

- Assessment to property damage is conducted by City personnel.
- Clean up of parking facilities will be initiated by Park Wilmington personnel.
- Assess electronic equipment cameras, Code Blue (call boxes) and elevators are functional
- Reinstall parking meters mechanisms and Pay station cards and other critical components.
- Parking enforcement and deck collections are suspended until city personnel are returned to work during a normal work week. Evening collections and Saturday operations will resume after property assessment and power has been restored to the downtown area.

### **Contacts**

- Lanier Parking Solutions
  - Project Manager- Janna Murray cell 910-279-7761; work 910-762-5678
  - Assistant Project Manager- Andrea Wallace cell 919-222-0575
- City of Wilmington
  - Parking Manager- Betty Gurganus cell 910-470-2344; home 910-371-6237; work 910-342-2786
  - Motor Fleet Manager- Ed Thorpe cell 910-470-1395; work 910-341-7810 or 910-341-7881
  - Facilities Manager-Donald McLamb cell 910-470-0553; work 910-341-7853

## **D. CAPITAL IMPROVEMENTS**

LANIER Parking Solutions is at the forefront of the industry in terms of recommending capital improvements and offering the necessary financing to procure the assets. To date, LANIER has financed equipment upgrades and capital improvements for our existing clients totaling in excess of \$1 million dollars. If given the opportunity to bid on the City's agreement, LANIER is confident that we can offer the funding required during the term of the concession agreement.



# **FINANCIAL CAPABILITY**

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## **A. FINANCIAL ABILITY**

**Audited Financial Statements:**

Lanier Parking Holdings, Inc. and  
Subsidiaries  
  
Financial Statements  
December 31, 2006  
  
with  
Independent Auditors' Report



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**MOORE STEPHENS TILLER LLC**  
CERTIFIED PUBLIC ACCOUNTANTS AND BUSINESS ADVISORS

INDEPENDENT AUDITORS' REPORT

The Board of Directors  
Lanier Parking Holdings, Inc. and Subsidiaries

We have audited the consolidated balance sheet of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2006, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2006, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink, appearing to read "Moore Stephens Tiller LLC".

MOORE STEPHENS TILLER LLC

Atlanta, Georgia  
July 27, 2007



SOLUTIONS



## FINANCIAL STATEMENTS



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Balance Sheet  
December 31, 2006

Assets	
Current Assets	
Cash and cash equivalents	\$ 3,895,017
Accounts receivable	2,030,346
Prepaid expenses	417,687
Other current assets	119,710
Total current assets	<u>6,462,760</u>
Property and Equipment	
Furniture and equipment	1,179,461
Computer equipment	237,665
Leasehold improvements	505,352
Vehicles	97,484
	<u>2,019,962</u>
Less accumulated depreciation	(978,062)
Net property and equipment	<u>1,041,900</u>
Other Assets	
Loans to shareholders	480,836
Security deposits	20,833
Total other assets	<u>501,669</u>
	<u>\$ 8,006,329</u>



### Liabilities and Stockholders' Equity

#### Current Liabilities

Accounts payable	\$	741,860
Accrued expenses		4,499,749
Client deposits		907,297
Line of credit		220,000
Current portion of long-term debt		377,983
Deferred revenue		317,556
Total current liabilities		<u>7,064,445</u>

#### Long-Term Debt, less current portion

417,435

#### Stockholders' Equity

Common stock		2,565
Additional paid-in capital		496,880
Note receivable from stock issuance		(3,000)
Retained earnings		28,004
Total stockholders' equity		<u>524,449</u>

\$ 8,006,329

*See accompanying notes to the financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Statement of Income  
For the Year Ended December 31, 2006

Net Revenue	\$ 65,292,251
Operating Expenses	
Payroll and wages	20,184,848
Expenses reimbursed from locations	17,482,685
Rent expense	8,458,455
Taxes and licenses	4,053,673
Utilities	1,714,878
Security services	1,674,096
Contract labor and consulting services	1,448,769
Insurance	1,343,704
Repairs and maintenance	1,269,477
Depreciation expense	258,301
Other operating expenses	6,703,148
Total operating expenses	<u>64,592,034</u>
<i>Income from Operations</i>	700,217
Nonoperating Income (Expense)	
Interest income	44,832
Gain (loss) on sale of assets	(56,425)
Interest expense	<u>(77,752)</u>
Total nonoperating income (expense)	(89,345)
<i>Net Income</i>	<u><u>\$ 610,872</u></u>

*See accompanying notes to the financial statements.*



**Lanier Parking Holdings, Inc. and Subsidiaries**  
**Consolidated Statement of Changes in Stockholders' Equity**  
**For the Year Ended December 31, 2006**

	Voting Common Stock	Nonvoting Common Stock	Additional Paid in Capital	Note Receivable from Stock Issuance	Retained Earnings	Total
Balance at January 1, 2006	\$ 1,624	\$ 786	\$ 324,553	\$ (3,000)	\$ 754,675	\$ 1,078,638
Additional entities as a result of FIN 46					23,881	23,881
Distributions	-	-	-	-	(1,361,424)	(1,361,424)
Stock issued to employees under compensatory plan	-	155	172,327	-	-	172,482
Net income	-	-	-	-	610,872	610,872
Balance at December 31, 2006	\$ 1,624	\$ 941	\$ 496,880	\$ (3,000)	\$ 28,004	\$ 524,449

*See accompanying notes to the financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Statement of Cash Flows  
For the Year Ended December 31, 2006

<b>Cash Flows From Operating Activities</b>	
Net income	\$ 610,872
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation and amortization	258,301
Compensation expense for share awards	172,327
(Gain)/loss on sale of fixed assets	56,425
Changes in operating assets and liabilities:	
Accounts receivable	50,977
Prepaid expense	(184,158)
Other assets	(90,682)
Security deposits	(20,833)
Accounts payable	30,370
Accrued expenses	1,512,441
Deposits	84,112
Deferred revenue	2,026
<i>Net cash provided by operating activities</i>	<u>2,482,178</u>
<b>Cash Flows From Investing Activities</b>	
Purchases of property and equipment	(539,699)
Proceeds from sale of property and equipment	51,116
Collections of shareholder loans	17,367
<i>Net cash (used in) provided by investing activities</i>	<u>(471,216)</u>
<b>Cash Flows from Financing Activities</b>	
Borrowings on line of credit	220,000
Proceeds from issuance of long-term debt	792,352
Payment of debt obligations	(513,213)
Cash distributions to stockholders	(1,361,424)
Proceeds from issuance of common stock	155
<i>Net cash used in financing activities</i>	<u>(862,130)</u>
<b>Net Change in Cash</b>	1,148,832
<b>Cash at January 1, 2006</b>	<u>2,746,185</u>
<b>Cash at December 31, 2006</b>	<u><u>\$ 3,895,017</u></u>
<b>Supplemental Disclosure of Cash Flow Information:</b>	
Cash paid for interest	<u><u>\$ 77,768</u></u>

*See accompanying notes to the financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Nature of Operations:* Lanier Parking Holdings, Inc. (the “Company”), through its wholly-owned subsidiaries and affiliates, provides vehicle parking and related services to customers in the southeast region of the United States.

*Principles of Consolidation and Implementation of FIN-46R:* Financial Accounting Standards Board Interpretation No. 46 (FIN-46R) (Revised December 2003), *Consolidation of Variable Interest Entities*, requires that if an enterprise is the primary beneficiary of a variable interest entity, the assets, liabilities and results of operations of the variable interest entity (“VIE”) should be included in the consolidated financial statements of the enterprise. The accompanying financial statements include the consolidated accounts of the Company, its wholly owned subsidiaries, and other VIE’s of which it is the primary beneficiary. All material intercompany transactions and balances have been eliminated in consolidation. As a result of FIN-46R requirements, effective January 1, 2006, the Company consolidated Ameri-Lease LLC, a previously unconsolidated affiliate. Details of this and other variable interest entities can be found at Note 2.

*Fixed Assets:* Fixed assets are stated at cost. Depreciation is computed using the straight-line method. The estimated useful life of fixed assets is five to forty years.

*Use of Estimates:* The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

*Fair Value of Financial Instruments:* The carrying amounts of cash and equivalents, accounts receivable, notes receivable, accounts payable, notes payable and other liabilities approximate fair value.

*Accounts Receivable:* The Company has elected to record bad debts using the direct write-off method. Generally accepted accounting principles require that the allowance method be used to recognize bad debts; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method. No allowance for doubtful accounts is recognized at December 31, 2006.

The Company analyzes individual accounts for indications of ability to pay and other factors, including the customer’s payment history and contractual payment terms. Receivables are considered delinquent when payments are not received in accordance with stated terms. When the Company determines there is significant doubt as to the collectibility of a balance, it is charged off as bad debt. Bad debt expense totaled \$66,506 for the year ended December 31, 2006.



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

Credit evaluations of customers' financial conditions are performed periodically, and the Company generally does not require collateral from its customers. Concentrations of credit risk with respect to trade receivables are, in management's opinion, considered minimal due to the Company's diverse customer base.

*Income Taxes:* The Company has elected to be treated as a "small business or S corporation" under the provisions of Section 1362 of the Internal Revenue Code and under certain state codes and, accordingly, has its earnings taxed directly to its shareholders. Consequently, the accompanying financial statements do not include a provision for income taxes.

*Cash:* The Company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents. The Company, on occasion, maintains bank cash balances which exceed the \$100,000 insurance limit of the Federal Deposit Insurance Corporation. The Company places its cash with high-credit, quality financial institutions and does not believe it is exposed to any significant credit risk.

*Share Based Compensation:* Effective January 1, 2006, the Company adopted SFAS No. 123(R), *Share-Based Payment*, using the modified prospective method. Under the provisions of FAS 123(R), the Company will recognize the cost of employee services received in exchange for an award of an equity instrument based on the grant-date fair value of the award. This cost will be recognized over the requisite period during which the employee is required to provide services in exchange for the award.

**NOTE 2 – CONSOLIDATION OF VARIABLE INTEREST ENTITIES**

Under FIN-46R, the Company is the primary beneficiary of the following variable interest entities:

*Lancor Parking LLC:* The Company is a minority shareholder in a contracting venture, Lancor Parking LLC ("Lancor"). Lancor holds and operates parking lots, while the Company provides labor and management to Lancor for its operations and provides the majority of funding to Lancor in order to cover losses. Under FIN-46R, Lancor is a variable interest entity and the Company is the primary beneficiary. At December 31, 2006, the Company had advanced Lancor \$645,892, which is eliminated as a result of consolidation. In addition, a note payable to the Company on the books of Lancor, with a balance of \$39,412 at 2006, is eliminated as a result of consolidation. Lancor's net loss for the year ended December 31, 2006 was \$53,966, and at December 31, 2006 its assets and stockholders' deficit totaled \$69,366 and \$84,509, respectively.

*Lanier Parking Meter Services, Inc.:* Two of the Company's shareholders are 100% equity holders in Lanier Parking Meter Services, Inc. ("LPMS"). In addition, LPMS provides parking meter services to the Company. The Company provides the majority of funding to cover the losses of LPMS. At December 31, 2006, the Company had advanced LPMS \$744,148, which is eliminated as a result of consolidation. LPMS's net loss for the year ended December 31, 2006 was \$39,733, and



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

at December 31, 2006 its assets and stockholders' deficit totaled \$468,828 and \$320,652, respectively.

*Ameri-Sweep LLC:* Two of the Company's shareholders are 100% equity holders in Ameri-Sweep, LLC ("Ameri-Sweep"). Ameri-Sweep provides the Company and other outside entities with sweeping services. In addition, the Company provides the majority of funding to cover the losses of Ameri-Sweep. At December 31, 2006, the Company had advanced Ameri-Sweep \$334,320, which is eliminated as a result of consolidation. Ameri-Sweep's net loss for the year ended December 31, 2006 was \$82,136, and at December 31, 2006 its assets and stockholders' deficit totaled \$77,477 and \$236,076, respectively.

*Ameri-Lease LLC:* Three of the Company's shareholders are 100% equity holders in Ameri-Lease, LLC ("Ameri-Lease"). Ameri-Lease rents buses from third parties and in return leases them solely to the Company. At December 31, 2006, an immaterial amount had been loaned to Ameri-Lease by the Company, and this was eliminated as a result of consolidation. Ameri-Lease's net income for the year ended December 31, 2006 was \$23,264, and at December 31, 2006 its assets and stockholders' equity totaled \$82,655 and \$47,145, respectively.

**NOTE 3 – NOTES RECEIVABLE FROM SHAREHOLDERS**

The Company has loans to shareholders that accrue interest at a rate of 4.75% per annum. Payments ranging from \$297 to \$2,335 are due monthly over sixty months. The balance of the notes at December 31, 2006 was \$480,836. Interest income totaling \$9,598 was attributable to the notes during the year ended December 31, 2006.



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

**NOTE 4 – LONG-TERM DEBT**

Debt consisted of the following at December 31, 2006:

Note payable to a financial institution in monthly installments of \$2,838 including interest at 7.73% through September 2007, secured by equipment, furniture and fixtures.	\$ 24,749
Note payable to financial institution in monthly installments of \$592 including interest at 6.59% through March 2008, secured by a vehicle.	8,508
Note payable to a financial institution in monthly installments of \$835 including interest at 7.25% through November 2010, secured by computer equipment, subject to covenants described at Note 5.	34,053
Note payable to a financial institution in monthly installments of \$4,345 including interest at 8.97% through December 2009, secured by equipment.	136,970
Note payable to a financial institution in monthly installments of \$1,802 including interest at 8.97% through December 2009, secured by equipment.	56,798
Note payable to a financial institution in monthly installments of \$2,954 including interest at 7.36% through October 2009, secured by equipment.	91,332
Note payable to a financial institution in monthly installments of \$1,529 including interest at 8.00% through December 2010, secured by computer equipment.	62,194
Note payable to a lessor for tenant improvements in monthly installments of \$922 including interest at 10.00% through June 2011, secured by materials and equipment.	41,128



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

Note payable to a financial institution in monthly installments of \$12,504 including interest at 7.10% through January 2009, secured by equipment, subject to covenants described at Note 5. 289,464

Note payable to a financial institution in monthly installments of \$480 including interest at 7.04% through September 2010, unsecured. 18,805

Note payable to a financial institution in monthly installments of \$1,854 including interest at 7.50% through July 2008, secured by vehicles. 31,417

Total debt 795,418  
Less current portion (377,983)

\$ 417,435

Future maturities of debt are as follows for years ending December 31:

2007	\$ 377,983
2008	260,244
2009	109,690
2010	40,393
2011	7,107
	<u>\$ 795,418</u>

**NOTE 5 – REVOLVING LINE OF CREDIT**

On November 17, 2006, the Company entered into a revolving line of credit agreement with a bank. The agreement provides for borrowings up to \$1,000,000 and accrues interest at LIBOR plus 1.90%. The line is collateralized by the Company's accounts receivable, contract rights and general intangibles. The balance on the line of credit at December 31, 2006 was \$220,000. The credit agreement is subject to renewal on May 31, 2007.

Under the terms of the agreement, the Company is required to maintain certain financial covenants including liquidity, debt service ratios and stockholder distribution limitations. For the year ended December 31, 2006, the Company violated the covenant relating to stockholder distribution limitations. The bank has waived compliance with this covenant for the year ended December 31, 2006.



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

**NOTE 6 – DEFINED CONTRIBUTION RETIREMENT PLAN**

The Company has a defined contribution retirement plan as defined by Section 401(k) of the Internal Revenue Code. Eligible participants include employees at least age 21 that have completed twelve months of service. The Company may make discretionary contributions up to 20% of employees' annual compensation (subject to limitations defined in the plan). There was no Company discretionary contribution for the year ended December 31, 2006.

**NOTE 7 – LONG-TERM OPERATING LEASE AGREEMENTS WITH AFFILIATES**

The Company leases various parking facilities from companies owned by certain shareholders of the Company. The Company's lease agreement with Midtown Ventures I dated August 2005 expired in February 2006, therefore only an immaterial amount of rent expense was attributable to this lease. In a lease dated November 2002, the Company agreed to an annual rental amount of \$54,000 to Midtown Ventures II. In addition, in a lease dated May 2003, the Company agreed to an annual rent amount of approximately \$84,000 to Midtown Ventures III, with a 3% yearly increase through May 2010. Total rent incurred and paid to these related parties was \$152,110 for the year ended December 31, 2006.

Future minimum lease payments to these related parties are as follows for years ending December 31:

2007	\$ 146,298
2008	149,067
2009	151,919
2010	96,024
2011	54,000
	<u>\$ 543,308</u>

**NOTE 8 – LEASE COMMITMENTS**

The Company leases office space under an agreement accounted for as an operating lease through June 2011. The approximate annual rent of the office space is \$183,000, with an increase of approximately 3% each subsequent year after 2006.

**NOTE 9 – ADVERTISING COSTS**

Advertising costs are expensed as incurred. Advertising expense for the year ending December 31, 2006 totaled \$59,151.



Lanier Parking Holdings, Inc. and Subsidiaries  
Notes to Consolidated Financial Statements

**NOTE 10 - COMPENSATION**

The Company has agreements with certain executive employees that provide for, among other things, annual compensation based on profitability and operating goals (as defined in the agreement) and long-term deferred compensation based on certain defined events. The agreement also contains non-compete and non-disclosure provisions, and provisions for certain benefits upon the death or disability of the executive.

**NOTE 11 – CAPITAL STRUCTURE**

Common stock authorized is 10,000,000 shares at \$0.001 par value, of which 6,162,500 are voting shares and 3,837,500 are nonvoting shares. At December 31, 2006, 2,565,000 common shares were outstanding, of which 1,624,000 were voting shares and 941,000 were nonvoting shares.

**NOTE 12 – EXECUTIVE COMPENSATION**

The consolidated statement of income for the year ended December 31, 2006 includes executive compensation expense totaling \$1,597,976 for three of the Company's officers.

**NOTE 13 – CONTINGENCIES**

The Company is involved in various legal proceedings, including contractual and employment related disputes, from time to time in the normal course of business. While the outcome of these matters is uncertain, after consultation with legal counsel, management believes the Company is not involved in any legal proceeding which, individually or in the aggregate, could have a material effect on the financial condition, operations and/or cash flows of the Company.

**NOTE 14 – STOCK AWARDS**

During 2006, the Company granted shares of non-voting common stock to certain key employees at a purchase price of par value (\$0.001 per share). These shares are subject to several restrictions, including transferability. The share grants generally vest over a period not exceeding twelve months. The Company is required (at the one-time only option of the employee) to repurchase these shares at fair market value if the employee maintains continuous employment with the Company to a certain age (generally 65).

For the year ended December 31, 2006, the Company granted 155,000 shares at an aggregate purchase price of \$155. Compensation expense of \$172,327 is recognized in the accompanying consolidated statement of income relating to share awards occurring in 2006 and prior years. The 2006 share awards were fully vested no later than January 1, 2007. Fair market value for these share grants was estimated based on other recent share transactions.



SOLUTIONS



**Lanier Parking Holdings, Inc. and Subsidiaries**

**Consolidated Financial Report**

**December 31, 2007**



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**MOORE STEPHENS TILLER LLC**  
CERTIFIED PUBLIC ACCOUNTANTS AND BUSINESS ADVISORS

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
Lanier Parking Holdings, Inc. and Subsidiaries  
Atlanta, Georgia

We have audited the accompanying consolidated balance sheet of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2007, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended. These consolidated financial statements are the responsibility of the Companies' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2007, and the consolidated results of their operations and their cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink, appearing to read "Moore Stephens Tiller LLC".

Lawrenceville, Georgia  
September 30, 2008



Lanier Parking Holdings, Inc. and Subsidiaries

Consolidated Balance Sheet

December 31, 2007

ASSETS

Current Assets	
Cash and cash equivalents	\$ 2,647,396
Accounts receivable, net	3,109,717
Prepaid expenses	653,663
Total current assets	<u>6,410,776</u>
Non-current Assets	
Property and equipment, net	934,518
Loans to stockholders	473,205
Other non-current assets	106,546
Total non-current assets	<u>1,514,269</u>
Total Assets	<u>\$ 7,925,045</u>

LIABILITIES & STOCKHOLDERS' EQUITY

Current Liabilities	
Accounts payable	\$ 3,309,179
Accrued expenses	2,071,256
Client deposits	842,907
Other current liabilities	72,557
Current portion of long-term debt	458,613
Deferred revenue	225,110
Total current liabilities	<u>6,979,622</u>
Long-Term Debt, less current portion	<u>722,526</u>
Total liabilities	7,702,148
Minority Interest	(402,245)
Stockholders' Equity	
Common stock	2,565
Additional paid-in capital	514,363
Note receivable from stock issuance	(3,000)
Retained earnings	111,214
Total stockholders' equity	<u>625,142</u>
Total Liabilities & Stockholders' Equity	<u>\$ 7,925,045</u>

*See accompanying notes to the consolidated financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Statement of Income  
For the Year Ended December 31, 2007

Revenue	\$ 49,867,597
Operating Expenses	
Payroll and wages	21,778,167
Rent expense	9,186,296
Taxes and licenses	2,600,290
Utilities	1,863,954
Contract labor and consulting services	4,209,480
Insurance	1,283,418
Repairs and maintenance	1,433,867
Depreciation expense	355,043
Other operating expenses	6,061,680
Total operating expenses	<u>48,772,195</u>
Operating Income	1,095,402
Other Income (Expense)	
Interest income	36,586
Interest expense	(81,723)
Minority interest	(144,650)
Total other expense	<u>(189,787)</u>
Net Income	<u>\$ 905,615</u>

*See accompanying notes to the consolidated financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Statement of Changes in Stockholders' Equity  
For the Year Ended December 31, 2007

	Voting Common Stock	Nonvoting Common Stock	Additional Paid-in Capital	Note Receivable from Stock Issuance	Retained Earnings	Total
Balances at January 1, 2007	\$ 1,624	\$ 941	\$ 496,880	\$ (3,000)	\$ 28,004	\$ 524,449
Prior period adjustments (See note 9)	-	-	-	-	217,943	217,943
Distributions to stockholders	-	-	-	-	(1,040,348)	(1,040,348)
Stock issued under employee compensatory plan	-	-	17,483	-	-	17,483
Net income	-	-	-	-	905,615	905,615
Balances at December 31, 2007	<u>\$ 1,624</u>	<u>\$ 941</u>	<u>\$ 514,363</u>	<u>\$ (3,000)</u>	<u>\$ 111,214</u>	<u>\$ 625,142</u>

*See accompanying notes to the consolidated financial statements.*



Lanier Parking Holdings, Inc. and Subsidiaries  
Consolidated Statement of Cash Flows  
For the Year Ended December 31, 2007

Cash Flows From Operating Activities	
Net income	\$ 905,615
Adjustments to reconcile net income to net cash required by operating activities:	
Depreciation and amortization	355,043
Minority interest	144,650
Compensation expense for share awards	17,483
Gain on disposal of property and equipment	(701)
Changes in operating assets and liabilities:	
Accounts receivable	(1,059,956)
Prepaid expense	(288,248)
Other assets and liabilities	106,554
Accounts payable	2,238,367
Accrued expenses	(2,428,495)
Client deposits	(64,390)
Deferred revenue	(92,444)
<i>Net cash required by operating activities</i>	<u>(166,522)</u>
Cash Flows From Investing Activities	
Purchases of property and equipment	(227,037)
Proceeds from disposal of property and equipment	12,934
Proceeds from loans to stockholders	7,631
<i>Net cash required by investing activities</i>	<u>(206,472)</u>
Cash Flows From Financing Activities	
Proceeds from issuance of long-term debt	828,348
Payments on long-term debt	(442,627)
Net payments on line of credit	(220,000)
Distributions to stockholders	(1,040,348)
<i>Net cash required by financing activities</i>	<u>(874,627)</u>
Change in Cash	(1,247,621)
Cash, Beginning	<u>3,895,017</u>
Cash, Ending	<u>\$ 2,647,396</u>
Supplemental Disclosure of Cash Flow Information	
Cash paid for interest	\$ 81,723

*See accompanying notes to the consolidated financial statements.*



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

#### **NOTE 1 – NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Nature of Operations:* Lanier Parking Holdings, Inc. (the “Company”), through its wholly-owned subsidiaries and affiliates, provides full service parking and transportation services to customers predominately in the southern region of the United States.

*Principles for Consolidation:* The accompanying financial statements include the consolidated accounts of Lanier Parking Holdings, Inc. and Subsidiaries, including: Midtown Lanier Parking, Inc.; Lanier Parking Systems Services; Five Points Lanier Parking, Inc.; Lanier Parking Systems of North Carolina, Inc.; Lanier Parking Systems of South Carolina, Inc.; Lanier Parking Systems of Virginia, Inc.; Lanier Parking Systems of Florida, Inc.; Pershing Point Lanier Parking, Inc; and Lanier SW LLC. These consolidated results are then combined with the accounts of the following affiliates: Lancor Parking LLC; Lanier Parking Meter Services, Inc.; Ameri-Sweep LLC; Ameri-Lease LLC. All material intercompany transactions and balances have been eliminated in consolidation.

The Company is the primary beneficiary to the four combined affiliates which are considered variable interest entities in accordance with FIN 46(R), *Consolidation of Variable Interest Entities*. Accordingly, the assets, liabilities and results of operations of the variable interest entities are included in the consolidated financial statements of the Company. These variable interest entities have no recourse to the general credit of the Company. The variable interest entities operations are as follows:

*Lancor Parking LLC:* The Company owns a minority interest in Lancor. Lancor holds and operates parking lots, and the Company provides labor and management to Lancor for its operations.

*Lanier Parking Meter Services, Inc.:* LPMS is owned by two of the Company’s stockholders. LPMS provides parking meter services to the Company.

*Ameri-Sweep LLC:* Ameri-Sweep is owned by two of Company’s stockholders. Ameri-Sweep provides the Company and other outside entities with sweeping services.

*Ameri-Lease LLC:* Ameri-Lease is owned by three of the Company’s stockholders. Ameri-Lease rents buses from third parties then leases them solely to the Company.

*Revenue Recognition:* The Company has two main types of parking arrangements: managed lot and leased lot. Under the managed lot arrangements, the Company manages the parking lot for the owner in exchange for a management fee, which could be a fixed fee, a performance-based fee such as a percentage of net revenues, or a combination of both. The revenue and expenses are passed through by the Company to the owner under the terms and conditions of the management contract. The management fee revenue is recognized when services are performed. In accordance with EITF issue No. 01-14, *Income Statement Characterization of Reimbursement Received for Out-of-Pocket Expenses Incurred*, the Company recognizes both revenue and expenses, in equal amounts for costs directly reimbursed from its managed parking lot clients in the accompanying consolidated



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

statement of income. Under leased lot arrangements, the Company leases the parking lot from the owner and is responsible for all expenses incurred, retains all revenues from monthly and transient parkers and pays rent to the owner per the terms and conditions of the lease. Revenues from monthly and transient parkers are recognized when services are performed.

*Cash:* The Company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

On occasion, the Company maintains cash balances on deposit with financial institutions in excess of federally insured limits. Management continually monitors the soundness of these financial institutions and believes the exposure to loss to be minimal.

*Accounts Receivable:* Trade accounts receivable are stated at net realizable value. Credit evaluations of customers' financial conditions are performed periodically, and the Company generally does not require collateral from its customers. Concentrations of credit risk with respect to trade receivables are, in management's opinion, considered minimal due to the Company's diverse customer base.

Trade receivables are considered delinquent when payments are not received in accordance with stated terms. The Company analyzes individual accounts for indications of ability to pay and other factors, including the customer's payment history and contractual payment terms. Receivables are written off when they are determined by management to be uncollectible. The allowance for uncollectible accounts totaled \$63,790 for the year ended December 31, 2007.

*Property and Equipment:* Property and equipment are stated at cost. Depreciation is computed by the straight-line method of depreciation over the assets' estimated useful lives. Estimated useful lives primarily range from three to fifteen years.

Expenditures for renewals and improvements that significantly add to productive capacity or extend the useful life of an asset are capitalized. Expenditures for maintenance and repairs are charged to current expense.

*Fair Value of Financial Instruments:* The carrying value of cash, accounts receivable, accounts payable and accrued expenses approximate their fair value due to the short maturity of these instruments. The carrying value of notes receivable and notes payable also approximate their fair value since these instruments generally bear interest at rates approximating market rates.

*Use of Estimates:* The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

*Income Taxes:* The Companies have elected to be taxed as "S Corporations" under Section 1361 of the Internal Revenue Code. As "S Corporations," the Companies' stockholders are generally responsible for paying income taxes on corporate earnings. Therefore, no tax provision is reflected



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

in these consolidated statements.

*Sales Taxes:* Certain sales to nonexempt customers are subject to sales taxes. The Company collects sales tax from customers and remits the entire amount to the taxing authority. The Company's accounting policy is to exclude the tax collected and remitted from revenues and cost of revenue.

*Share Based Compensation:* In 2006, the Company adopted FAS 123(R), *Share-Based Payment*, using the modified prospective method. Under the provisions of FAS 123(R), the Company will recognize the cost of employee services received in exchange for an award of an equity instrument based on the grant-date fair value of the award. This cost will be recognized over the requisite period during which the employee is required to provide services in exchange for the award.

*Advertising Costs:* The costs of advertising are expensed as incurred. Total advertising expense was approximately \$532,462 for the year ended December 31, 2007.

#### NOTE 2 – LOANS TO STOCKHOLDERS

The loans to stockholders balance totaled \$473,205 as of December 31, 2007. Interest accrues on the loans at 4.75% per annum. The outstanding loan balances are payable on demand and are secured by Company stock owned by the stockholders.

#### NOTE 3 – PROPERTY AND EQUIPMENT

Property and equipment consists of the following at December 31, 2007:

Furniture and fixtures	\$ 38,412
Computer equipment	428,050
Building and equipment	1,004,659
Vehicles	217,960
Leasehold improvements	<u>510,152</u>
	2,199,233
Less accumulated depreciation	<u>(1,264,715)</u>
Property and equipment, net	<u>\$ 934,518</u>



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

#### NOTE 4 – DEBT

Long-term debt consists of the following at December 31, 2007:

Note payable to a financial institution, principal and interest at 6.92% due in July 2012, secured by equipment.	\$ 400,000
Note payable to a financial institution, principal and interest at 6.75% due in November 2009, secured by equipment.	155,340
Note payable to a financial institution, principal and interest at 7.10% due in December 2008, secured by equipment.	150,069
Note payable to a financial institution, principal and interest at 7.80% due in July 2012, secured by equipment.	102,339
Various notes payable to financial institutions, principal and interest at 6.59% to 10.0%, secured by various assets.	<u>373,391</u>
Total long-term debt	1,181,139
Less: current portion	<u>(458,613)</u>
Long-term debt, less current portion	<u>\$ 722,526</u>

Maturities of long-term debt are as follows:

2008	\$ 458,613
2009	325,480
2010	184,203
2011	123,054
2012	<u>89,789</u>
	<u>\$ 1,181,139</u>

*Line of Credit:* The Company has a revolving line of credit agreement with a bank. The agreement provides for borrowings up to \$500,000 and accrues interest at LIBOR plus 1.90%. The line is collateralized by the Company's assets and the unconditional guarantee by two of the Company's stockholders. The balance on the line of credit at December 31, 2007 was \$0. The credit agreement is subject to renewal on October 31, 2008.

The Company is required to maintain certain covenants for the line of credit agreement. The Company was in compliance with these debt covenants as of December 31, 2007.



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

#### NOTE 5 – LEASE COMMITMENTS

The Company primarily enters into cancelable lease commitments; therefore, rent expense in the accompanying consolidated statement of income of \$9,186,296 for the year ended December 31, 2007 primarily relates to cancelable leases. Rent expense attributed to non-cancelable leases was approximately \$345,000, for the year ended December 31, 2007. Included in this balance is rent expense of approximately \$144,000 paid to Midtown Ventures II and III, which are majority owned by the Company's majority stockholder, with lease expiration dates of November 2012 and April 2010, respectively.

Future minimum lease payments under non-cancelable leases are as follows:

2008	\$ 340,042
2009	348,244
2010	290,243
2011	157,868
2012	<u>54,000</u>
	<u>\$ 1,190,397</u>

#### NOTE 6 – CONTINGENCIES

The Company is periodically subject to claims and lawsuits that arise in the ordinary course of business. Litigation reserves have been established based on discussions with counsel and the Company's analysis of historical claims. The Company has general liability insurance to protect them against claims. Due to the high degree of judgment required in determining these estimated reserves, actual future litigation costs could differ from the Company's current estimates. It is the opinion of management that the disposition or ultimate resolution of such claims and lawsuits will not have a material adverse effect on the consolidated financial position of the Company. At December 31, 2007, the legal reserves were insignificant.

#### NOTE 7 – DEFINED CONTRIBUTION RETIREMENT PLAN

The Company has a defined contribution retirement plan as defined by Section 401(k) of the Internal Revenue Code. Eligible participants include employees at least age 21 that have completed twelve months of service. The Company may make discretionary contributions up to 20% of employees' annual compensation (subject to limitations defined in the plan). There was no Company discretionary contribution for the year ended December 31, 2007.

#### NOTE 8 – STOCK AWARDS

The Company granted shares of non-voting common stock to a key employee at a purchase price of par value (\$0.001 per share). These shares are subject to several restrictions, including transferability. The share grants generally vest over a period not exceeding twelve months. The Company is required (at the one-time only option of the employee) to repurchase these shares at fair market value if the employee maintains continuous employment with the Company to a certain age



## Lanier Parking Holdings, Inc. and Subsidiaries

### Notes to Consolidated Financial Statements

(generally 65). For the year ended December 31, 2007, the Company recognized compensation expense of \$17,483 in the accompanying consolidated statement of income for shares vested in the current year. Fair market value for these share grants was estimated based on other recent share transactions.

#### **NOTE 9 – PRIOR PERIOD ADJUSTMENTS**

Retained earnings at the beginning of 2007 has been increased by \$217,943 to correct an error on the classification of minority interest for the consolidated subsidiaries and affiliates and to correct an error relating to prior year accrued expenses. Had the errors not been made, net income for 2006 would have been decreased by \$209,122.

#### **NOTE 10 – CAPITAL STRUCTURE**

Common stock authorized is 10,000,000 shares at \$0.001 par value, of which 6,162,500 are voting shares and 3,837,500 are nonvoting shares. At December 31, 2007, common shares of 2,565,000 are outstanding, of which 1,624,000 are voting shares and 941,000 are nonvoting shares.



**LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2008 AND 2007**



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES

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Certified Public Accountants and Business Advisors

### INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Lanier Parking Holdings, Inc.

We have audited the accompanying consolidated balance sheet of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2008, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit. The financial statements of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2007 were audited by other auditors whose report dated September 30, 2008 expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Lanier Parking Holdings, Inc. and Subsidiaries as of December 31, 2008, and the results of their operations and their cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Atlanta, Georgia

September 25, 2009

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LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED BALANCE SHEETS  
DECEMBER 31,

ASSETS

	<u>2008</u>	<u>2007</u>
<u>Current assets</u>		
Cash and cash equivalents	\$ 4,009,024	\$ 2,647,396
Accounts receivable, net	2,609,887	3,109,717
Notes receivable, current portion	157,293	-
Prepaid expenses	<u>358,039</u>	<u>653,663</u>
Total current assets	<u>7,134,243</u>	<u>6,410,776</u>
<u>Property and equipment, at cost</u>		
Office equipment	939,971	1,004,659
Computer equipment and software	500,957	428,050
Furniture and fixtures	34,205	38,412
Leasehold improvements	465,697	510,152
Vehicles	266,713	217,960
Less accumulated depreciation	<u>(1,496,915)</u>	<u>(1,264,715)</u>
Total property and equipment at cost	<u>710,628</u>	<u>934,518</u>
<u>Other assets</u>		
Notes receivable, net of current portion	299,227	-
Loans to stockholders	498,205	473,205
Other non-current assets	<u>318,987</u>	<u>106,546</u>
Total other assets	<u>1,116,419</u>	<u>579,751</u>
Total assets	<u>\$ 8,961,290</u>	<u>\$ 7,925,045</u>

See auditors' report and accompanying notes



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED BALANCE SHEETS  
DECEMBER 31,

LIABILITIES AND STOCKHOLDERS' EQUITY

	<u>2008</u>	<u>2007</u>
<u>Current liabilities</u>		
Accounts payable	\$ 3,475,704	\$ 3,309,179
Accrued expenses	2,195,180	2,071,256
Deferred revenue	495,841	225,110
Line of credit	266,478	-
Client deposits	1,341,566	842,907
Current portion of long-term debt	478,925	458,613
Other current liabilities	<u>-</u>	<u>72,557</u>
Total current liabilities	<u>8,253,694</u>	<u>6,979,622</u>
<u>Long-term liabilities</u>		
Long-term debt, net of current portion	<u>710,176</u>	<u>722,526</u>
<u>Minority interest</u>	<u>(202,766)</u>	<u>(402,245)</u>
<u>Stockholders' equity</u>		
Common stock, \$0.001 par value, 10,000,000 shares authorized; 2,565,000 shares issued and 2,558,590 outstanding at December 31, 2008 and 2,565,000 shares issued and outstanding at December 31, 2007	2,565	2,565
Additional paid-in capital	514,363	514,363
Note receivable from stock issuance	(3,000)	(3,000)
Treasury stock, 6,410 shares at cost	(99,996)	-
Retained earnings (accumulated deficit)	<u>(213,746)</u>	<u>111,214</u>
Stockholders' equity	<u>200,186</u>	<u>625,142</u>
Total liabilities and stockholders' equity	<u>\$ 8,961,290</u>	<u>\$ 7,925,045</u>

See auditors' report and accompanying notes



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF INCOME  
FOR THE YEARS ENDED DECEMBER 31,

	<u>2008</u>	<u>2007</u>
<u>Revenue</u>	\$ <u>59,114,820</u>	\$ <u>49,867,597</u>
<u>Operating expenses</u>		
Payroll and wages	24,189,494	21,778,167
Rent expense	13,141,227	9,186,296
Taxes and licenses	3,432,865	2,600,290
Utilities	2,226,076	1,863,954
Contract labor and consulting services	4,083,344	4,209,480
Insurance	1,298,354	1,283,418
Repairs and maintenance	1,550,106	1,433,867
Depreciation expense	272,521	355,043
Other operating expenses	<u>7,485,244</u>	<u>6,061,680</u>
Total operating expenses	57,679,231	48,772,195
Income from operations	<u>1,435,589</u>	<u>1,095,402</u>
<u>Other income (expense)</u>		
Interest expense	(84,969)	(81,723)
Interest income	37,090	35,885
Gain (loss) on disposal of property and equipment	<u>(19,741)</u>	<u>701</u>
Total other expense	<u>(67,620)</u>	<u>(45,137)</u>
Income before minority interest	1,367,969	1,050,265
<u>Minority interest</u>	<u>(199,479)</u>	<u>(144,650)</u>
Net income	\$ <u>1,168,490</u>	\$ <u>905,615</u>

See auditors' report and accompanying notes

LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY  
FOR THE YEARS ENDED DECEMBER 31,

	Voting Common Stock	Nonvoting Common Stock	Additional Paid-in Capital	Note Receivable from Stock Issuance	Retained Earnings (Accumulated Deficit)	Treasury Stock	Total
Balance at January 1, 2007 as previously stated	\$ 1,624	\$ 941	\$ 496,880	\$ (3,000)	\$ 28,004	\$ -	\$ 524,449
Prior period adjustments	-	-	-	-	217,943	-	217,943
Balance at January 1, 2007 as restated	1,624	941	496,880	(3,000)	245,947	-	742,392
Distributions to stockholders	-	-	-	-	(1,040,348)	-	(1,040,348)
Stock issued under employee compensatory plan	-	-	17,483	-	-	-	17,483
Net income	-	-	-	-	905,615	-	905,615
Balance at December 31, 2007	1,624	941	514,363	(3,000)	111,214	-	625,142
Distributions to stockholders	-	-	-	-	(1,493,450)	-	(1,493,450)
Treasury stock purchased	-	-	-	-	-	(99,996)	(99,996)
Net income	-	-	-	-	1,168,490	-	1,168,490
Balance at December 31, 2008	\$ 1,624	\$ 941	\$ 514,363	\$ (3,000)	\$ (213,746)	\$ (99,996)	\$ 200,186

See auditors' report and accompanying notes



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED DECEMBER 31,

	<u>2008</u>	<u>2007</u>
<u>Cash flows from operating activities</u>		
Net income	\$ 1,168,490	\$ 905,615
Adjustments to reconcile net income to net cash provided (used) by operating activities:		
Depreciation	272,521	355,043
Minority interest	199,479	144,650
Compensation expense for share awards	-	17,483
Loss (gain) on disposition of property and equipment	19,741	(701)
Change in operating assets and liabilities:		
Accounts receivable, net	499,830	(1,059,956)
Prepaid expenses	295,624	(288,248)
Notes receivable	(456,520)	-
Accounts payable	166,529	2,238,367
Accrued expenses	123,924	(2,428,495)
Client deposits	498,659	(64,390)
Deferred revenue	270,731	(92,444)
Other assets and liabilities	(284,998)	106,554
Total adjustments	<u>1,605,520</u>	<u>(1,072,137)</u>
Cash provided (used) by operating activities	<u>2,774,010</u>	<u>(166,522)</u>
<u>Cash flows from investing activities</u>		
Purchase of property and equipment	(104,121)	(227,037)
Proceeds from disposition of property and equipment	35,745	12,934
Net (loans to) repayments from stockholders	<u>(25,000)</u>	<u>7,631</u>
Cash used by investing activities	<u>(93,376)</u>	<u>(206,472)</u>

See auditors' report and accompanying notes



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED DECEMBER 31,

	<u>2008</u>	<u>2007</u>
<u>Cash flows from financing activities</u>		
Proceeds from issuance of long-term debt	547,577	828,348
Principal payments on long-term debt	(539,615)	(442,627)
Net borrowings (payments) on line of credit	266,478	(220,000)
Distributions to stockholders	(1,493,450)	(1,040,348)
Repurchase of common stock	<u>(99,996)</u>	<u>-</u>
Cash used by financing activities	<u>(1,319,006)</u>	<u>(874,627)</u>
Net increase (decrease) in cash and cash equivalents	1,361,628	(1,247,621)
Cash and cash equivalents, beginning of the year	<u>2,647,396</u>	<u>3,895,017</u>
Cash and cash equivalents, end of year	<u>\$ 4,009,024</u>	<u>\$ 2,647,396</u>

SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash paid during the years for:

Interest	\$ 84,969	\$ 81,723
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See auditors' report and accompanying notes



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note A**  
**Summary of Significant Accounting Policies**

Nature of Operations:

Lanier Parking Holdings, Inc. (the "Company"), through its wholly-owned subsidiaries and affiliates, provides full service parking and transportation services to customers predominately in the southern region of the United States.

Principles of Consolidation:

The accompanying consolidated financial statements include the accounts of Lanier Parking Holdings, Inc. and Subsidiaries including: Midtown Lanier Parking, Inc.; LPS Services Inc.; Five Points Lanier Parking, Inc.; Lanier Parking Systems of North Carolina, Inc.; Lanier Parking Systems of South Carolina, Inc.; Lanier Parking Systems of Virginia, Inc.; Lanier Parking Systems of Florida, Inc.; Pershing Point Lanier Parking, Inc.; Lanier SW LLC; Lanier Parking Systems of Durham, LLC; and LPS of the Virgin Islands, Inc. These consolidated results also include the accounts of the following affiliates: Lancor Parking LLC, Lanier Parking Meter Services, Inc., Ameri-Sweep LLC, Ameri-Lease LLC. All material intercompany transactions and balances have been eliminated in consolidation.

The Company is the primary beneficiary to the four affiliates, Lancor Parking LLC, Lanier Parking Meter Services, Inc., Ameri-Sweep LLC and Ameri-Sweep LLC which are considered variable interest entities in accordance with FIN 46(R), *Consolidation of Variable Interest Entities*. Accordingly, the assets, liabilities and results of operations of the variable interest entities are included in the consolidated financial statements of the Company. These variable interest entities have no recourse to the general credit of the Company. The variable interest entities operations are as follows:

Lancor Parking LLC: The Company owns a minority interest in Lancor. Lancor holds and operates parking lots, and the Company provides labor and management to Lancor for its operations.

Lanier Parking Meter Services, Inc.: LPMS is owned by two of the Company's stockholders. LPMS provides parking meter services to the Company.

Ameri-Sweep LLC: Ameri-Sweep is owned by two of the Company's stockholders. Ameri-Sweep provides the Company and other outside entities with sweeping services.

Ameri-Lease LLC: Ameri-Lease is owned by three of the Company's stockholders. Ameri-Lease rents buses from third parties then leases them solely to the Company.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note A**

**Summary of Significant Accounting Principles (Continued)**

**Revenue Recognition:**

The Company has two main types of parking arrangements: managed lot and leased lot. Under the managed lot arrangements, the Company manages the parking lot for the owner in exchange for a management fee, which could be a fixed fee, a performance-based fee such as a percentage of net revenues, or a combination of both. The revenue and expenses are passed through by the Company to the owner under the terms and conditions of the management contract. In accordance with EITF issue No. 01 - 14, *Income Statement Characterization of Reimbursement Received for Out-of-Pocket Expenses Incurred*, the Company recognizes both revenue and expenses, in equal amounts for costs directly reimbursed from its managed parking lot clients in the accompanying consolidated statement of income. The management fee revenue is recognized when services are performed.

Under leased lot arrangements, the Company leases the parking lot from the owner and is responsible for all expenses incurred, retains all revenues from monthly and transient parkers, and pays rent to the owner per the terms and conditions of the lease. Revenues from monthly and transient parkers are recognized when services are performed.

**Cash and Cash Equivalents:**

The Company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

On occasion, the Company maintains cash balances on deposit with financial institutions in excess of federally insured limits. Management continually monitors the soundness of these financial institutions and believes the exposure to loss to be minimal.

**Accounts Receivable:**

Trade accounts receivable are stated at net realizable value. Credit evaluations of customers' financial conditions are performed periodically, and the Company generally does not require collateral from its customers. Concentrations of credit risk with respect to trade receivables are, in management's opinion, considered minimal due to the Company's diverse customer base.

Trade receivables are considered delinquent when payments are not received in accordance with stated terms. The Company analyzes individual accounts for indications of ability to pay and other factors, including the customer's payment history and contractual payment terms. Receivables are written off when they are determined by management to be uncollectible. The allowance for uncollectible accounts totaled \$63,790 and \$63,790 for the years ended December 31, 2008 and 2007, respectively.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note A**

**Summary of Significant Accounting Principles (Continued)**

Property and Equipment:

Property and equipment are stated at cost. Expenditures for maintenance and repairs are expensed currently, while renewals and betterments that materially extend the life of an asset are capitalized. The cost of assets sold, retired, or otherwise disposed of, and the related allowance for depreciation, are eliminated from the accounts, and any resulting gain or loss is recognized.

Depreciation of property and equipment is provided using the straight-line method over the estimated useful lives of the assets, which are as follows:

Office equipment	5 years
Computer equipment and software	3 - 5 years
Furniture and fixtures	5 - 7 years
Leasehold improvements	Lesser of estimated useful life or life of the lease
Vehicles	5 years

Depreciation expense for the years ended December 31, 2008 and 2007 totaled \$272,521 and \$355,043, respectively.

Fair Value of Financial Instruments:

On January 1, 2008, the Company adopted Statement of Financial Accounting Standards ("SFAS") No. 157, "Fair Value Measurements" ("SFAS 157"). SFAS 157 defines fair value, establishes a framework for measuring fair value in accordance with generally accepted accounting principles and expands financial statement disclosure requirements for fair value measurements. The Company's adoption of SFAS 157 was limited to its financial assets and financial liabilities, as permitted by FASB Staff Position No. 157-2, "Effective Date of FASB Statement No. 157." The Company's financial instruments include cash, accounts and notes receivable, accounts payable, accrued expenses and notes payable. The carrying value of these financial instruments approximates their estimate fair value. The implementation of the fair value measurement guidance of SFAS 157 did not result in any material changes to the carrying values of the Company's financial instruments on its balance sheet.

Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement. Estimates are used for, but not limited to, the accounting for doubtful accounts, real and personal property taxes, and contingencies. Actual results could differ from these estimates.

Deferred revenue:

Deferred revenue represents prepaid rental revenue paid by monthly and transient parkers. Rental revenue is recognized per the terms of individual leases.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note A**  
**Summary of Significant Accounting Principles (Continued)**

Income Taxes:

The Company, with the consent of its stockholders, has elected under the Internal Revenue Code and similar state statutes to be an S corporation. In lieu of federal corporate income taxes, the stockholders of an S corporation are taxed on their proportionate share of the Company's taxable income. Therefore, no provision for income taxes has been included in the financial statements.

Management has elected to defer the application of FAS FIN 48, "Accounting for Uncertain Tax Positions," in accordance with FSP FIN 48-3. The Company will continue to follow FAS 5, Accounting for Contingencies, until it adopts FIN 48.

Sales Taxes:

Sales in certain states to non-exempt customers are subject to sales taxes. The Company collects sales tax from customers and remits the entire amount to the taxing authority. The Company's accounting policy is to exclude the tax collected and remitted from revenues and cost of revenue.

Share Based Compensation:

In 2006, the Company adopted FAS 123(R), Share-Based Payment, using the modified prospective method. Under the provisions of FAS 123(R), the Company will recognize the cost of employee services received in exchange for an award of an equity instrument based on the grant-date fair value of the award. This cost will be recognized over the requisite period during which the employee is required to provide services in exchange for the award.

Advertising:

The Company expenses advertising costs as incurred. Advertising expenses were \$607,449 and \$355,043 for the years ended December 31, 2008 and 2007, respectively.

Notes Receivable:

The Company provides financing to the garage owners for the purchase of the equipment used at the locations the Company leases and manages. Notes receivable are recorded at the estimated collectible amounts and are secured by the equipment. The notes bear interest at rates ranging from 8.24% to 10.23% and mature on various dates through July 2013. Interest income on notes is recognized using the interest method. Interest income on impaired notes is recognized on the accrual basis until the account becomes delinquent, at which time the notes are placed in non-accrual status. Interest income is subsequently recognized to the extent cash payments are received. The accrual of interest resumes when the notes are brought current and removed from non-accrual status.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note A**  
**Summary of Significant Accounting Principles (Continued)**

**Treasury Stock:**

The Company uses the cost method when it acquires its own common stock as treasury shares. During the year ended December 31, 2008, the Company acquired 6,410 shares of its common stock at a price of \$15.60 per share.

**Minority Interest:**

Minority interest represents the minority stockholders' proportionate shares of the owners' equity of Lanier Parking Meter Services, Inc., Ameri-Sweep, LLC, and Ameri-Lease, LLC, and the majority non-controlling interest of Lancor Parking LLC.

**Note B**  
**Loans to Stockholders**

The loans to stockholders' balance totaled \$498,205 and \$473,205 as of December 31, 2008 and 2007, respectively. Interest accrues on the loans at 4.75% per annum. The outstanding loan balances are payable on demand and are secured by Company stock owned by the stockholders.

During 2008, a loan of \$25,000 was advanced to the majority shareholder of Lancor Parking LLC. Lancor is considered a variable interest entity which the Company owns a minority interest. The loan balance is consolidated in accordance with FIN 46(R), *Consolidation of Variable Interest Entities*.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note C**  
**Long-Term Debt and Line of Credit**

Long-term debt is comprised of the following at December 31:

	<u>2008</u>	<u>2007</u>
Note payable to a financial institution, principal and interest at 6.92% due in July 2012, secured by equipment.	\$ 331,314	\$ 400,000
Note payable to a financial institution, principal and interest at 6.75% due in November 2009, secured by equipment.	72,178	155,340
Note payable to a financial institution, principal and interest at 7.10% due in January 2009, secured by equipment.	12,461	150,069
Note payable to a financial institution, principal and interest at 7.80% due in July 2012, secured by equipment.	83,587	102,339
Note payable to a financial institution, principal and interest at 6.36% due in August 2011, secured by equipment.	119,885	-
Note payable to a financial institution, principal and interest at 6.23% due in June 2011, secured by equipment.	79,896	-
Note payable to a financial institution, principal and interest at 6.36% due in November 2011, secured by equipment.	86,868	-
Note payable to a financial institution, principal and interest at 6.24% due in November 2013, secured by equipment.	98,785	-
Various notes with outstanding balances less than \$50,000 payable to financial institutions, principal and interest at 6.59% to 10.0%, secured by various assets, maturing at dates through 03/26/2012	<u>304,127</u>	<u>373,391</u>
Total long-term debt	1,189,101	1,181,139
Less: current portion	<u>(478,925)</u>	<u>(458,613)</u>
Long-term debt, less current portion	<u>\$ 710,176</u>	<u>\$ 722,526</u>

Maturities of long-term debt are as follows at December 31, 2008:

<u>Year Ending December 31,</u>	<u>Amount</u>
2009	\$ 478,925
2010	344,720
2011	232,243
2012	112,651
2013	<u>20,562</u>
	<u>\$ 1,189,101</u>



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note C**  
**Long-Term Debt and Line of Credit (Continued)**

Line of Credit:

The Company has a revolving line of credit agreement with a bank. The agreement provides for borrowings up to \$500,000 and accrues interest at LIBOR plus 1.90%. The line is collateralized by the Company's assets and the unconditional guarantee by two of the Company's stockholders. The available line of credit at December 31, 2008 and 2007 was \$233,522 and \$500,000, respectively. The credit agreement is subject to renewal on October 31, 2009.

The Company is required to maintain certain covenants for the line of credit agreement. The Company was in compliance with these debt covenants as of December 31, 2008 and 2007.

**Note D**  
**Commitments and Contingencies**

Operating Leases:

The Company primarily enters into cancelable lease commitments; rent expense related to cancelable leases equals \$12,779,227 and \$8,841,296 for the years ended December 31, 2008 and 2007, respectively. Rent expense related to non-cancelable leases was approximately \$362,000 and \$345,000 for the years ended December 31, 2008 and 2007, respectively. Included in these balances are rent expenses of approximately \$170,000 for the year ended December 31, 2008 and \$144,000 for the year ended December 31, 2007 paid to Parkway Ventures I, LLC and Midtown Ventures III, which are majority owned by the Company's majority stockholders, with lease expiration dates of November 2012 and April 2010, respectively. The table below does not include leases executed subsequent to December 31, 2008 (See also Note J).

At December 31, 2008, future minimum lease payments under noncancelable leases were as follows:

<u>Year Ending December 31,</u>	<u>Amount</u>
2009	\$ 375,757
2010	323,461
2011	197,191
2012	<u>91,004</u>
	<u>\$ 987,413</u>



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note D**  
**Commitments and Contingencies (Continued)**

Litigation:

The Company is periodically subject to claims and lawsuits that arise in the ordinary course of business. Litigation reserves are established once it can be reasonably estimated based on discussions with counsel and the Company's analysis of historical claims. The Company has general liability insurance to protect them against claims. Due to the high degree of judgment required in determining these estimated reserves, actual future litigation costs could differ from the Company's current estimates. It is the opinion of management that the disposition or ultimate resolution of such claims and lawsuits will not have a material adverse effect on the consolidated financial position of the Company. Management has determined that no legal reserves were necessary for the years ended December 31, 2008 and 2007.

**Note E**  
**Defined Contribution Retirement Plan**

The Company has a defined contribution retirement plan as defined by Section 401(k) of the Internal Revenue Code. Eligible participants include employees at least age 21 that have completed twelve months of service. The Company may make discretionary contributions up to 20% of employees' annual compensation, subject to limitations defined in the plan. No discretionary contributions were made for the years ended December 31, 2008 and 2007.

**Note F**  
**Stock Awards**

In 2004, the Company permitted a key employee to purchase 70,000 shares of non-voting restricted common stock at par value of \$0.001 per share. Management determined that the fair value of the stock at the time of purchase was \$1.00 per share based on contemporaneous share transactions. The stock vested over four years and the Company recognized the grant date fair value of the stock ratably over the four year vesting period as compensation expense with a corresponding addition to additional paid-in-capital. The Company recognized compensation expense of \$0 and \$17,483 in compensation expense in 2008 and 2007, respectively.

The employee may generally only transfer the shares with prior written approval. The Company is required to repurchase the vested shares at fair market value, as determined by the Board of Directors, if the employee is terminated by the Company other than for cause, or as a result of death or disability or if the employee resigns after the age of 50, or if the employee resigns for good reason. Otherwise, the Company may repurchase the shares for the original purchase price following termination of employment.

**Note G**  
**Prior Period Adjustments**

Retained earnings at the beginning of 2007 has been increased by \$217,943 to correct an error on the classification of minority interest for the consolidated subsidiaries and affiliates and to correct an error relating to prior year accrued expenses. Had the errors not been made, net income for 2006 would have been decreased by \$209,122.



LANIER PARKING HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2008 AND 2007

**Note H**  
**Capital Structure**

Common stock authorized is 10,000,000 shares at \$0.001 par value, of which 6,162,500 are voting shares and 3,837,500 are nonvoting shares. At December 31, 2008, 2,565,000 common shares are issued of which 1,624,000 are voting shares and 941,000 are nonvoting shares. At December 31, 2008, 2,558,590 shares are outstanding, of which 1,624,000 are voting and 934,590 are nonvoting. At December 31, 2007, common shares of 2,565,000 were issued and outstanding.

**Note I**  
**Reclassification**

Certain items in the 2007 consolidated financial statement presentation have been reclassified to conform to the 2008 presentation. Such reclassifications have no effect on previously reported net income.

**Note J**  
**Subsequent Events**

Office Space:

Subsequent to year end, the Company executed a lease for new office space in Atlanta, Georgia. Prior to the issuance of the financial statements, the Company occupied the new office space totaling approximately 16,400 square feet. The lease term is 65 months. The lease rate begins at \$21.65 per square foot with annual increases of approximately 3%.

Additions to Long-Term Debt:

Subsequent to year end, the Company purchased equipment through the issuance of long-term debt totaling approximately \$288,000.



## B. ABILITY TO SECURE FINANCING

LANIER Parking Solutions has the financial capability to execute this transaction through its relationship with the Cantor Fitzgerald Private Placements Group. We have shared the RFQ with Steven Tuch, Managing Director, co-head of Private Placements at Cantor Fitzgerald and after discussions believe that a number of parties in their client base will have a desire to participate in this project. They have seen a high demand for investments such as this, that present not only a quality investment vehicle but an opportunity to partner with an exceptional operator like LANIER. The specific joint venture partner will be identified once financial details of the transaction are available. The attached background information demonstrates not only Cantor Fitzgerald's equity and financing track record and capabilities, but that of Mr. Tuch and his partner Garrett Stoffels, who will together be working on this project.



Cantor Fitzgerald LP provides sales and trading services in the areas of equity and fixed income capital markets; investment banking services; and brokerage services for institutional clients. It offers repo and securities lending, mortgage-backed and asset-backed securities, credit securities, structured products, SBA securities, interest rate products, and agency structures; and domestic and international equities, derivatives, convertibles and structured products, portfolio trading, risk arbitrage services, stock loans, and institutional equity research services. The company also offers various investment banking services, such as financing solutions to access capital markets; financial advisory services in mergers and acquisitions, complex financings, LBOs, and restructurings; merchant banking services; marketing road shows, market intelligence, investor relations, proxy defenses, and dispositions; and asset management services. In addition, it provides clearing services for fixed income securities, equities, and futures; CantorCO2e that offers transaction, financing, technology, and consultancy services to bring environmental commodities to market, as well as assistance services to manage the financial aspects of energy and environmental choices; and communications, telecom consultancy, and wireless data applications for enterprise corporations and individuals. Further, the company operates LexNet, an online marketplace for the trading of life insurance policies; and online, market-based exchanges for radio frequency spectrum rights, digital sub-channel distribution capacity, radio tower sales, and rooftop assets, as well as provides financial spread and fixed odd betting; and spread betting on a range of sporting events, including football, horse racing, and cricket. Cantor Fitzgerald was founded in 1945 and is headquartered in New York, New York.

## CANTOR FITZGERALD – PRIVATE PLACEMENTS GROUP

- The Cantor Fitzgerald Private Placements Group (“Private Placements Group”) is an industry-leading team led by four senior bankers with over 60 years of combined experience; the team has closed over \$120 billion of transactions aggregating more than 200 deals\*; Offices in US, Europe, Middle East and Asia
- The Private Placements Group is built around a team of seasoned professionals with multi-disciplinary expertise from diverse businesses and industries. The team specializes in raising private capital on behalf of private companies, public companies and financial sponsors
- The Private Placements Group is principally focused on the following business verticals:
  - **Equity Private Placements** – Growth equity capital for small and mid-cap companies globally. Typical deal sizes range from \$50 million to \$1 billion
  - **Funds / Investment Vehicles** – Typical deal sizes range from \$250 million to \$1 billion
  - **PIPEs** – Depending on the sector, the focus is on PIPEs between \$20- \$100 million
  - **Debt Private Placements** – Placements of senior, subordinated, and mezzanine securities
- We represent issuers worldwide and across a broad range of industries, including:
 

- Consumer & Retail	- Financial Institutions	- Real Estate, Gaming and Lodging
- Energy: Oil & Gas, Power	- General Industries	- Sports, Recreation and Leisure
- Energy: Renewables, Clean Technology	- Healthcare	- Technology
- Entertainment	- Infrastructure	
- The Private Placement Group’s extensive involvement in capital markets transactions over time has allowed us to develop and establish strong relationships with the most active and influential investors globally
- Transactions are marketed to institutional / accredited investors, governments and sovereign wealth funds, private equity firms, insurance companies, financial institutions, corporations, public and private pensions, endowments, foundations, venture capitalists, hedge funds, funds of funds, ultra high net worth (UHNW), family offices, and strategic investors
- The Private Placement Group works closely with the firm’s investment banking groups and public capital market teams to deliver industry expertise to issuers and investors

*\*Includes transactions originated and/or executed by team members at prior firms*



## SELECTED TEAM BIOGRAPHIES

### **Garett Stoffels**

*Managing Director,*

**Co-Head of Private  
Placements**

Garett Stoffels is a Managing Director and Co-Head of Private Capital Markets for Cantor Fitzgerald responsible for originating, evaluating, structuring, negotiating and marketing private placements.

During his career, Mr. Stoffels has been directly involved in over 80 transactions aggregating in excess of \$80 billion. Mr. Stoffels's capital raising experience includes traditional private placements, PIPEs, IPOs, primary and secondary offerings, equity-linked, preferred, debt and mezzanine securities. In addition, Mr. Stoffels has significant experience representing corporate and sponsor clients in M&A and leveraged finance transactions, including buyouts, recapitalizations and restructurings.

Mr. Stoffels joined Cantor Fitzgerald from Atlantic-Pacific Capital, a leading global placement agent for alternative investment funds and direct private placements, where he served as a Managing Director and Co-Head of Direct Private Placements, specializing in capital raising across a number of industries: real estate, gaming, lodging, infrastructure, energy, clean tech, financial services, consumer products, entertainment, sports, recreation and leisure.

Prior to APC, Mr. Stoffels was a Managing Director in the Real Estate and Lodging Investment Banking Group of Bear, Stearns & Co. Inc., where he provided capital raising and M&A advisory services and co-investment opportunities to real estate companies, private equity sponsors, investment managers and pension funds.

Previously, Mr. Stoffels served as an officer in the Real Estate, Gaming and Lodging Investment Banking Groups of JPMorgan and Credit Suisse. Mr. Stoffels began his investment banking career at Donaldson, Lufkin & Jenrette, which was later acquired by Credit Suisse First Boston.

Mr. Stoffels received an MBA from Duke University's Fuqua School of Business, where he was a Fuqua Scholar, and a BA with Highest Honors in Business Economics from the University of California at Santa Barbara. Mr. Stoffels is a CPA and a member of NAREIT.



## SELECTED TEAM BIOGRAPHIES

### Steven Tuch

*Managing Director,*

**Co-Head of Private  
Placements**

Steven Tuch is a Managing Director and Co-Head of Private Placements for Cantor Fitzgerald responsible for originating, evaluating, structuring, negotiating and marketing private placements.

During his career, Mr. Tuch has been directly involved in over 100 transactions, including over 70 privately placed equity and equity-linked deals. Mr. Tuch's capital raising experience includes traditional private placements, PIPEs, Registered Directs, IPOs, primary and secondary offerings, as well as convertible and preferred securities. Mr. Tuch has raised capital for companies in numerous industries including health care, technology, consumer, media and telecom and industrials. Target investors have included private equity funds, hedge funds and their private equity arms, institutional investors and family offices.

Mr. Tuch joined Cantor Fitzgerald from Atlantic-Pacific Capital, where he served as a Managing Director and Co-Head of Direct Private Placements. Prior to APC, Mr. Tuch was a Managing Director in the Equity Capital Markets Group at Deutsche Bank, where his roles included Global Head of Private Equity Placements, responsible for raising private capital for private and public companies through private placements, PIPEs and Registered Direct transactions.

Previously, Mr. Tuch served as the head of the Private Equity Placement Group at Thomas Weisel Partners and worked in the Private Placement Group of Montgomery Securities. Mr. Tuch began his career at The Blackstone Group and Corporate Partners, a private equity arm of Lazard Freres.

Mr. Tuch received an MBA from Stanford University's Graduate School of Business and a BBA with Distinction from The University of Michigan.



## **CONCLUSION**

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**LANIER Parking Solutions appreciates the opportunity to respond to this RFQ.**

**If you have any questions or concerns, please contact me at your convenience.**

M. Scott Diggs  
President of the Carolinas, Kentucky and Florida

Direct: 910.509.0465  
Cell: 910.619.1629

[sdiggs@lanierparking.com](mailto:sdiggs@lanierparking.com)

**Please visit our website for further information regarding Our Company:**

**[www.lanierparking.com](http://www.lanierparking.com)**



***We look forward to working with you!***